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## NEWS SUMMARY

### GENERAL

### BUSINESS

**Italians charged over kidnap**

**Fall in Gilts; Pound weaker**

GILTS were unsettled ahead of the mid-May banking figures, and falls of up to 1% were

The owner of a printing shop in Rome and five other suspected urban guerrillas were charged yesterday with complicity in the kidnapping and murder of Sir Aldo Moro, Italy's former Prime Minister.

They are the first to be formally charged in connection with the death of Sir Moro, whose bullet-riddled body was dumped by the Red Brigade's urban guerrillas group in Rome on May 9 after 54 days of captivity.

One of the six people charged is still at large. The others were arrested last month.

**Scots footballer to be sent home**

Wendy Johnson has admitted taking two stimulating drugs before Scotland's World Cup match against Peru last Saturday, Mr Eric Walker, Secretary of the Scottish Football Association, said. Johnson would take no further part in the competition and would be sent home as soon as convenient.

**Five nations hold Zaire conference**

Five Western powers met in Paris yesterday to discuss aid for Zaire and an effective response to Soviet and Cuban intervention in Africa. Moroccan soldiers have begun arriving in Zaire to replace French foreign legion paratroops, who were sent to Shaba province after the invasion by rebels last month.

**Praise for China from Tory chief**

British and China face a common threat from Soviet military forces, Mr Winston Churchill, Tory defence spokesman, told Chinese army officers near Beijing. Ending a three-day visit, Mr Churchill said: "he was impressed with China's determination to resist invasion or foreign domination."

**Pledge to fight Arab terrorism**

General Shimon Shatton, Israel's defence minister and a leading hawk, said in London yesterday that Israel would fight everywhere against Arab terrorism, which he described as the spectre of international terrorism. Palestinian terror attacks have killed more Israelis so far this year than in any comparable period since 1967. Page 11.

**Energy housing**

Mr Michael Caine, leader of the Green Party London Council, demands the demolition of re-housing blocks in a single-party council estate. Labour leaders claimed the movement was a shambles, but Mr Caine said the Bengalis did not support it.

**Energy battle**

Labour members of Equity, the actors' union, have inflicted a further defeat on Left-wingers who have been demanding for wide-ranging changes in the structure of the organisation. Page 11.

**Briefly**

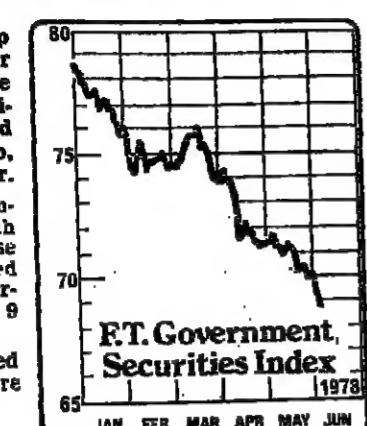
Three competitors were killed and two injured in high-speed crashes at the Isle of Man TT motor cycle races.

**Cricket: England (452-8 dec) beat Pakistan (164 and 231) by an innings and 57 runs on the fourth day of the First Test at Edgbaston.**

**East African countries are seeking international help to stop an invasion by locusts.** Page 37.

**Matthew caused by smog, humidity and sweating tourists is threatening Leonardo da Vinci's fresco, The Last Supper, in Milan.**

**Police court, Weather, Back Page**



BY GUY DE JONQUIERES, COMMON MARKET CORRESPONDENT

The European Commission is pressing for sweeping cuts in production by EEC steel companies. It estimates that fewer than half the companies honoured pledges to limit deliveries in April and May.

Viscount Etienne Davignon, the Industry Commissioner, is expected to warn foreign ministers of the Nine in Luxembourg tomorrow that unless over-production is curbed the industry crisis will become even more acute in the second half of this year.

Viscount Davignon is undoubtedly concerned at the political support of EEC governments in implementing the new programme, which relies heavily on voluntary co-operation by the steel market.

They have sharply boosted their output since the EEC concluded import restraint arrangements with a number of third country suppliers earlier this year.

The Commission estimates on present trends that production in the EEC could be as high as 36 million tonnes this quarter. This would be about 6 million tonnes more than the target level laid down in the Commission's quarterly forward programme on the basis of expected demand.

The new forward programme for the third quarter, which is being drawn up by Viscount Davignon, is believed to call for a sharp cut in production to about 28 million tonnes. This compares with a production of 30.7 million tonnes in the same period of last year.

Viscount Davignon believes current rates of output cannot be sustained for the rest of this

recorded. The Government Securities index closed 0.57 down at 68.79, its lowest in 1978.

• **EQUITIES**, which had drifted until the half-year results of Metal Box were announced, recovered to close 1.0 down at 44.5.

• **STERLING** closed 25 points down at \$1.8205, in spite of heavy intervention by the Bank of England. The pound's trade-weighted index was 611 (612) and the dollar's depreciation narrowed to 5.40 per cent (5.91).

• **GOLD** closed \$21 down at \$1821 in London.

• **WALL STREET** was 14.21 up of 861.75 just before the close.

• **LOCAL COUNCILS** in England and Wales were 1.25 up of 2500 more on their revenue account than was estimated by the Government when it set the rate support grant level last November. Back Page

• **PHASE THREE** pay deals have been accepted by about 9.8 million workers, adding less than 10 per cent to overall employment costs, the CBI is to tell the Chancellor today. Back Page

• **TALKS** on shipping policy between the U.S. and 13 other western nations, including the UK, have broken down over legislation before Congress which could result in U.S. ban on shipping not conforming to U.S. law and which could seriously affect world trade. Back Page

• **SHELL** and Esso have been given Government approval up to 1985 for their £500m plan to exploit the North Sea Fulmar Field. Back Page

• **GENERAL and Municipal Workers' Union**, representing 850,000 workers, largely public employees, is to launch a campaign for increased public sector expenditure. Page 11.

• **INTERNATIONAL Energy Agency** report warns that the 18 nations of the Agency will fail to reach their target of limiting oil imports to 26m barrels a day in 1985 unless especially the U.S. save more energy. Back Page

• **BRITISH LEYLAND**'s share of the UK car market recovered slightly to 21 per cent in May from 17 per cent in April, but remains below the 27 per cent target. Ford held 22.5 per cent and imports accounted for 48 per cent. Page 6.

• **BARCLAYCARD and Access** have disclosed a joint agreement to take action against petrol stations who discriminate against credit sales and which should have been registered with the Office of Fair Trading. Back Page

• **ANGLESEY ALUMINIUM**, owned by BTZ and Kaiser Aluminium of the U.S. is close to an agreement which would double the capacity of its Holyhead smelter. Page 6.

• **SOCIETE GENERALE**, one of the big three State-owned French banks, is to make its capital a 20% scrip issue to raise its capital to FF 933m. Page 35.

• **METAL BOX**, second half profits fall from £34.3m to £30.55m, leaving the full year figure 4% per cent lower at £55.78m. Page 26 and Lex

**North African countries are seeking international help to stop an invasion by locusts.** Page 37.

**Matthew caused by smog, humidity and sweating tourists is threatening Leonardo da Vinci's fresco, The Last Supper, in Milan.**

**Police court, Weather, Back Page**

### CHIEF PRICE CHANGES: YESTERDAY

(Prices in £ unless otherwise indicated)

#### RISSES

Aerospace 102 + 12

Aspid. 206 + 24

Blackburn and Conrad 18 + 3

Brit. and Cawth. 235 + 5

City Hotels 140 + 5

Guinness 227 + 6

Met. Box 157 + 4

Office and electronic 123 + 5

Portuguese 110 + 10

Siemens (UK) 55 + 4



# Liberal collapse bodes ill for Bonn coalition

BY JONATHAN CARR IN BONN

**HERR HANS DIETRICH** to be extinguished as a parliamentary force, then West German politics will change profoundly. It is by no means clear who would profit.

The SPD has the more immediate cause for concern. It has now formed the Federal Government in Bonn with the FDP for nearly nine years—first under Herr Brandt, then under Herr Helmut Schmidt. In the last Federal elections in October 1976, the FDP received 7.9 per cent of the vote and the SPD 42.6 per cent—enough to allow their alliance to continue, albeit with a majority of only 10 in the Bundestag, the lower house of parliament.

It thus needs relatively little loss of support: countrywide to pull the FDP below the 5 per cent mark. In Hamburg, the liberals suffered a much more sharp reverse—collapsing from 10.9 per cent in 1974 to 4.8 per cent on Sunday. In Lower Saxony the fall was less bad—from 7 per cent in 1974 to 4.2 per cent. But neither result bodes well for a continuation of a federal SPD-FDP alliance into the 1980s. And if the SPD loses its self-satisfaction is misplaced. If political life is now going to be very much harder for Herr Genscher, it will be more anxiety-ridden for the SPD and CDU too. The reason is that a coalition with the FDP is crucial to the long-term strategy of both big parties. If, as in Hamburg and Lower Saxony, the liberals are going

to be extinguished as a parliamentary force, then West German politics will change profoundly. It is by no means clear who would profit.

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BY JONATHAN CARR IN BONN

CDU and its Bavarian sister party, the Christian Social Union (CSU), have a majority in the Bundestag, which has wide powers, including veto rights over tax legislation passed by the Bundestag. But the FDP has sometimes been able to use its coalition with the CDU in Lower Saxony as a lever to help federal Government legislation through the Bundestag.

Hereto, it will not be able

to be extinguished as a parliamentary force, then West German politics will change profoundly. It is by no means clear who would profit.

BY JONATHAN CARR IN BONN

FOR 20 YEARS the name of

Pierre Dreyfus was synonymous

with that of Renault. It was

FFr 120,000 towards his pre-

liminary work.

But the contract stated that if

for any reason the work could

not be executed or was delayed,

Dubuffet would receive only his

FFr 400,000.

Work began in 1975 on the

monumental sculpture—"A Sum-

mer Garden"—in massive con-

crete and polyester blocks

around a pool.

By this time Pierre Dreyfus

had retired, and the new chair-

man of Renault was the bulky

and practical figure of Bernard

Vernier-Paliez. It was quite

clear that M. Vernier-Paliez did

not enjoy the view out of his

office window, and when it

became clear that extra money

would have to be spent to pro-

vide additional support for the

pool of water which would be

the centre-piece of the ensemble, work.

BY JONATHAN CARR IN BONN

He ordered the work stopped.

He then went one better and

ordered the whole thing to be

grassed over. Jean Dubuffet was

not amused. He proposed to

complete the work at his own

expense and when that was not

received with enthusiasm, he

went to court seeking to protect

the integrity of his work as his

amicable property. When the

judgement supported the com-

pany's right to stop and even-  
ually destroy the work, he

appealed and last week the

appeal court handed down its

verdict.

M. Vernier-Paliez can breathe

easily: the court said that the

clause in the contract setting

down what would happen if the

work could not be finished

effectively prevented his invok-

ing the law extending to artists

the moral ownership of their

work.

However, a court at Versailles

refused Renault's request for an

order compelling several hundred

striking press shop workers

mainly immigrants—to stop their

occupation of the Flins factory

west of Paris. The court warned,

however, that the strikers must

not damage machinery or prevent

the orderly running of the plant.

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# Morocco acts on financial problems

BY OUR OWN CORRESPONDENT

AS THE U.S. Air Force started only to workers' transfers and airlifting 1,500 Moroccan troops to Zaire over the weekend, King Hassan announced a series of measures designed to solve financial difficulties caused partly by heavy military spending.

While five American C-141 transport planes flew out the first group of troops to Lubumbashi via Dakar, the King said in a broadcast on Sunday night that Morocco would have to cut down on foreign currency spending, notably by reducing imports by 20 per cent.

To improve the inflow of foreign currency he announced a preferential rate for the Dirham, putting it on a par with the French franc, to derive increased benefits from the receipts of the 350,000 Moroccan workers in France. This is equivalent to a devaluation of about 7.3 per cent but it applies

According to the King

only to workers' transfers and increased military spending needed to re-equip the armed forces after heavy losses during the October war on the Golan Heights, but it is undoubtedly made necessary also by losses in the Western Sahara, where his army is still battling against Polisario guerrillas based in Algeria over two years after the area was ceded to Morocco by Spain.

He also announced that the new five-year plan will be scrapped. It was due to be implemented this year but it will be replaced by a three-year "transitional" plan which will rely for finance on a maximum of national savings instead of foreign aid.

The King made no secret of the fact that Morocco is in financial difficulties mainly because of military spending. Security forces are costing the country

\$72m this year and the King

has just taken delivery of the first Mirage F-1 jet fighter—he

has ordered 50 of them from France, reportedly at a cost of

\$860m. Also in the pipeline is a \$250m radar network supplied by Westinghouse of the U.S.

According to the King

den and the King is hoping

to Zaire for the second time also

contributes to the financial bur-

den of the Organisation of African Unity.

However, he is against the proposal for a permanent pan-

African military force because

he says the idea would lead to

a cleavage in Africa with the

direct consequences.

RABAT, June 5.

## Envoy face plan for observers in Rhodesia

BY JUREK MARTIN, U.S. EDITOR

CALIFORNIA SEEMS ready to

send a message tomorrow to Governor, big business, organised

politicians all over the country, labour, the teaching profession

and minority groups.

The movement in support of

property taxes is being described

as a genuine grass-roots tax

movement.

Mr. Younger, the front-burner, is a careful campaigner before

making his stand, and his lead

has been sharply cut by the

sluggishness of Mr. Davis, an

uninhibited right-winger.

Law... and... order... candidate

A few weeks ago, when Prop

osition 13 had not really taken

off as a public issue, it appeared

that Mr. Maddy, a personable

moderate, was climbing fast.

But, on his own admission,

Mr. Maddy has been grievously

damaged by his refusal to sup-

port the property tax amend-

ment.

According to all local polls,

Proposition 13, which would cut

the state's tax revenues by as

Proposition 13.

Two of the four... Evele-

ment... and... Mr. Edward Davis, former

same fate, although he had never

risen higher than fourth

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## WORLD TRADE NEWS

## Further U.S. protest over European aircraft finance

BY DAVID BELL

THE U.S. should move to counter the "predatory practices" of European governments which have recently provided extremely attractive financing terms to help persuade U.S. airlines to buy European jet engines or aircraft, another Congressman said this week-end.

Congressman Mark Hannaford, of California, where the aerospace industry is a major employer, said that the recent sale of the European Airliner to Eastern Airlines and Rolls-Royce-powered TriStars to Pan Am should "raise a few eyebrows and a lot of questions."

Last Thursday Mr. Michael Blumenthal, the U.S. Treasury Secretary, raised the issue with Mr. James Callaghan the British Prime Minister, while he was in Washington. The Secretary protested strongly at the scale of British Government finance for the TriStar sale to Pan Am.

Both the Airbus and the Rolls-Royce engines, he said, were normally a three months delay between order and delivery of steel.

## Record steel imports

BY DAVID LASCELLES

NEW YORK, June 5.

U.S. STEEL imports soared to a record 2.2m tons in April, growth in demand for the metal.

Meanwhile, the Treasury is to extend for three months its investigation of steel dumping by producers in six European countries. The allegations were originally made by National Steel which claimed that cold rolled and galvanized sheet was being imported at less than production cost from Belgium, the Netherlands, West Germany, Italy, France and Britain.

National later changed its contention to a claim that this steel was being sold below U.S. market prices.

## EEC urged to call for lower clothing tariffs

BY RHYD DAVID, TEXTILES CORRESPONDENT

EUROPE'S CLOTHING industry is pressing the EEC to insist on parallel concessions by the U.S. before agreeing to any reduction in clothing tariffs at the GATT multilateral trade negotiations.

The U.S. which operates much higher tariffs than the EEC, has already been urged by the Secretary for Trade, Mr. Edmund Dell, to improve its current offer, but indications are that American manufacturers will resist strongly.

The renewed European call for reciprocity by both the U.S. and Japan, which have also put textile industry in countries in what is regarded as an unsatisfactory offer, was delivered at a meeting between EEC members of the European Clothing Industry Association (AEIH) and Vicente Eusebio Davignon, the European Commissioner for Industry.

During the discussions which took place at the Association's congress in Amsterdam, agreement was also reached on the establishment of a joint European Commission/AEIH working party. This will have the task of preparing proposals on international and European trading policies as they affect clothing industry or by growers.

At another textiles conference the International Wool Textile Organisation's annual meeting in Munich, Mr. Michael Roberts, the president, warned of the existed in the synthetic fibres.

## Foreign interest focused on Pakistan free zones

BY IQBAL MIRZA

KARACHI, June 5.

ABOUT 40 CONCERNERS, including entrepreneurs from Japan, Pakistan, West Germany, Norway, France, Belgium, Saudi Arabia and Dubai have expressed a desire to establish industries in the proposed free industrial areas in Karachi. Officials estimate that even if half those investors set up ventures, their first year's investment alone would amount to nearly Rupees 1bn (55m).

Norway has shown interest in setting up port equipment including ship-breaking machinery. West Germany's agricultural products, Japanese electronic equipment, Belgian glassware and France's plastic goods.

The Pakistani Government proposes to set up two free industrial zones one in Karachi, one at Lahore. Legislation is complete and an authority to administer the area has been established.

The Government intends to sponsor four types of investment: fully foreign-owned, majority foreign-owned, fully nationally owned.

## Thai pilot project

BY RICHARD NATIONS

BANGKOK, June 5.

AS PART of a long-term programme to promote export trade zones in Taiwan and the Philippines, Thailand is organising a free trade zone 35 miles from its Bangkok port, Klong Toey.

Three Thai companies have submitted applications covering a third of the 700-acre estate. Infrastructure for the Export Processing Zone (EPZ) is expected to be complete within 18 months. The incentives projected pending amendments to existing laws, include complete exemption from export taxes, full repayment of profit and capital, exemption from import and business taxes on new plant and raw materials, surrounding 400-acre domestic and eastern residence procedures for foreign personnel.

These represent a considerable improvement on the Board of Investment's normal incentives for industrial projects and resemble those offered in free Corporation.

## Strong attack on Dell as 'wistful mercantilist'

BY DAVID FREUD

IMPORT CONTROLS are no access for imports is considered alternative to allowing the U.K. a "privilege" and where trading relationships are a question of power and goodwill reduced total welfare and are unjust.

Deepak Lal, an economist at University College, London.

In a full-scale critique of recent speeches by the Trade Secretary Mr. Edmund Dell, whom he labelled a "wistful mercantilist."

Regarding the terms-of-trade argument that Mr. Dell uses in part to support his case for mercantilism, Dr. Lal argues that if, through exercising its monopoly power in foreign trade, a country can capture for itself a larger share of the cosmopolitan gains from international trade, it would be better off.

But if the desire to improve the terms of trade leads to reflation "it is by no means certain that the U.K. or the EEC would be better off at the end of that road than in the currently more open system, or in one in which there was genuinely free trade."

Dr. Lal also attacks selective controls. These "would be equivalent to a tax on all the efficient producers in the country, as well as consumers of protected products, to finance a subsidy to inefficient producers. All this would make the long-run structure of international trade more static, and encourage comparative advantage virtually impossible."

To believe that the latter (in the form of general or selective import controls) or, more generally, a recovery in world demand can solve these problems is a dangerous self-delusion," Dr. Lal argues.

The indications are that this friction may get worse in the months ahead.

Nevertheless, the aircraft deal is another sign of the friction between the U.S. and other industrialised nations in the search for new orders. The indications are that this friction

will get worse in the months ahead.

The problems of the labour market need to be tackled at the source. If that is not possible, various other domestic tax-subsidy instruments are likely to yield higher levels of economic welfare than intervention in foreign trade.

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## HOME NEWS

## Month to wait for Grays' investors

BY MICHAEL CASSELL

INVESTORS with Grays Building Society, which closed its doors at Easter after the death of its chairman and the disclosure of deficiencies of about £7m, will have to wait one more month before they can draw their money.

Their accounts have been attracting interest while they have been frozen—investors had not previously been able to withdraw them.

Borrowers from Grays can expect their mortgage rate to fall 1 per cent, to bring it into line with the rate charged by the Woolwich Building Society, which is expected to take over the Grays at the end of this month.

Mr. W. H. Hale, the society's new chairman, said that an application for the transfer of engagements to the Woolwich was due to be heard on June 28, two days after members meet to approve the move. When the transfer had been registered, each investor would be sent a passbook for deposit and withdrawal.

Mr. Hale said the compensation fund set up by the building societies to cover Grays' losses would provide the money to ensure accounts were credited with interest by the Woolwich on the next interest date after the transfer.

## Overstated

The shareholdings of Grays' directors would not, however, be reimbursed from the compensation fund "or from any other source." This will leave their own investments in the society reduced by more than half.

Grays' accounts were published yesterday. They said that investigations indicated net assets at December 31, 1975, were overstated by £6.37m. In addition, Grays had not received the benefit of £88,677 in mortgages redeemed last year and the sum was written off as irrecoverable. The directors were also aware of a further five cases in the first quarter of this year, totalling £16.225, for which no provision had been made in the accounts. "Further material income tax liabilities" might also exist.

The auditors, Appleby English, said in the report to members the society failed to keep proper books of account and also failed to maintain a satisfactory system of control over its transactions and records. It had not maintained a system to ensure the safe custody of all documents of title belonging to the society and of deeds relating to mortgaged property.

## Scandinavian joint ferry service opens

By Our Own Correspondent

THE OPENING of a new ferry service between the Tyne and Scandinavia by DFDS Danish Seaways yesterday could be the start of a new era of co-operation between rival shipowners.

An inaugural lunch aboard the DFDS A/S ship, Winston Churchill, Mr. Eric Hairing, the company's president, said that instead of fighting his company, Tor Line of Sweden had agreed to a joint service.

The Winston Churchill will sail on the joint service with Tor Line twice a week to Gothenburg, and once a week to Esbjerg, in addition to DFDS's ferry, the England, which already operates a twice-weekly service from the Tyne to the Danish port.

Between July 3 and August 2 there will be three sailings a week to Gothenburg from the Tyne and three to Esbjerg.

## Aluminium plant future depends on Government

BY ROBIN REEVES, WELSH CORRESPONDENT

NEGOTIATIONS WHICH could at Lynemouth, Northumberland, and British Aluminium at Invergordon, Scotland, have also indicated an interest in expanding output should cheaper power be available.

Although nobody is saying so, it is conceivable, too, that a special power deal for aluminium could be viewed in Brussels as infringement of EEC competition rules.

The aluminium companies claim, however, that they are presently paying a higher unit price for their electricity in the UK than elsewhere in Europe.

The implication is that the investment could go elsewhere, unless Cabinet approval for a special deal is forthcoming.

This is not the first time the Government has had to intervene in negotiations between the aluminium industry and the electricity authorities. The 1964-70 Wilson Administration sanctioned a special price to persuade the producers to build smelters in the UK in the first place.

Expansion of Anglesey Aluminium, the Central Electricity Generating Board, the Department of Industry and the Welsh Office have now reached the stage where the issue is likely to be referred soon to the Cabinet for a final decision.

The Government is worried that provision of exceptionally cheap electricity for aluminium smelting could unleash claims for equal treatment from other heavy power-using industries, such as chemicals.

Britain's two other aluminium smelters—Alcan with a smelter 150,000 tonnes is imported.

## Schools voucher plan 'not the best'

By Michael Dixon,  
Education Correspondent

MOVES TO increase parents' choice by giving them vouchers to cash at the schools they prefer were hampered yesterday by the report of a three-year study by Kent County Council in the Ashford area.

Almost half the teachers questioned said they would refuse to teach under voucher schemes as advised by the two main unions.

The schemes have been strongly advocated by Dr. Rhodes Boyson, an official Conservative spokesman on education.

The study concluded that vouchers would not necessarily be "the most satisfactory means of improving parental choice."

The results appear to have been dramatic. By the close of business on Friday afternoon, two days after the end of the calendar month, on which interest is calculated, the Department for National Savings had received notice of the withdrawal of £180m at the beginning of July.

The brokers say that the National Savings Bank's investment accounts have provided an excellent home for the past year for institutional money deposited before the £50,000 limit on individual holdings was introduced last July—to deter just such investors.

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# 'MILTON WHO?'

we can move into the new factory just a month from today.

*'That's fast.'*

'There are places all ready and waiting from 1,500 square feet...'

*'Bit small?'*

'...to 100,000 square feet. And there are some very nice sites available to build on'.

*'You on commission?'*

'Then there's communications. It's right on the M1, and the A5 goes right through the place, so does the main rail link from London...'

*'Hey, slow down, what's all this afive?'*

'The M1 is the main motorway from London to Birmingham, the A5 is the...'

*'Yeh okay. Highways, highways.'*

'There's no problem with housing the staff. And I don't think we'll have anything but compliments about the place. It's got good shopping, lots of schools, plenty of wide open spaces, lots of good pubs. It's just a few miles outside London.'

And Oxford, Stratford, Cambridge are all easy drives.'

*'Yeh. Fine, fine.'*

'And it's the perfect base for serving Northern Europe. Apparently that's one of the reasons why Rank Xerox moved in.'

*'Americans there already?'*

'Oh yes, Coca-Cola, Nacanco, Hammond Organs, Reads, Allen-Bradley, Redken Laboratories, Southland Corporation'.

*'Great. I'm sold.'*

## MILTON KEYNES

'The place is called Milton Keynes, Harry.'

*'Sounds good. You think we should put the U.K. Operation there, right? Why?'*

*'Well for a start,*





# When a company is as deeply embedded in British daily life as we are, and is going public, it seems proper that you should know more about us.

Look about you. Right now. You are surrounded by aluminium. In all probability, metal of our manufacture.

From the foil cap on your morning pinta to the high-tensile extrusions and plate that form the frame of Concorde, Alcan aluminium is contributing to British life at all levels.

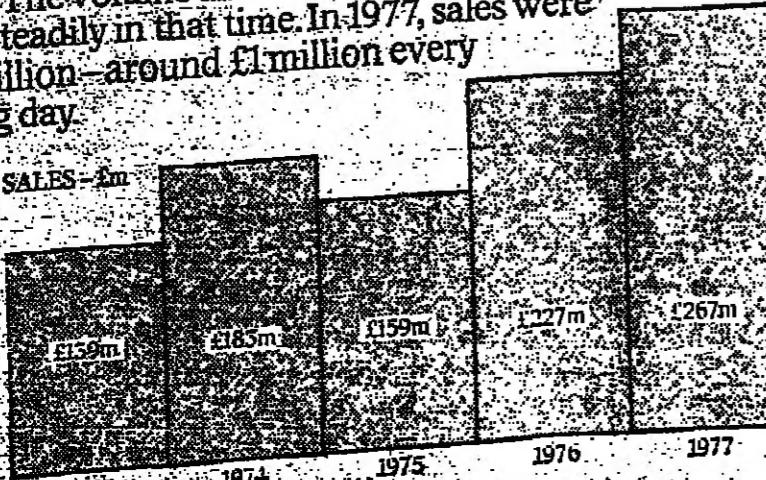
#### At work in Britain since 1909

Beginning as Northern Aluminium Company Limited, Alcan has been in Britain for 69 years.

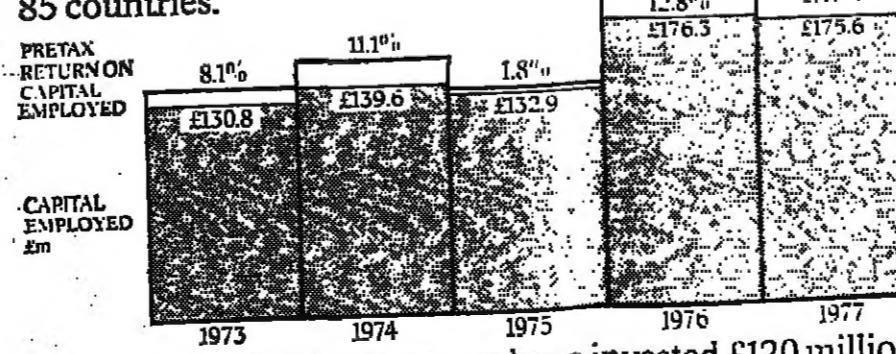
We now operate at 54 locations and employ more than 8000 people.

Alcan's smelter at Lynemouth (powered by its own coal-fired generators) produces 120,000 metric tonnes of primary aluminium ingot a year, one-third of the total UK production.

The volume and value of our production has grown steadily in that time. In 1977, sales were £267 million—around £1 million every working day.



Of that, £64 million—almost a quarter—was earned overseas by production exported from the UK to 85 countries.

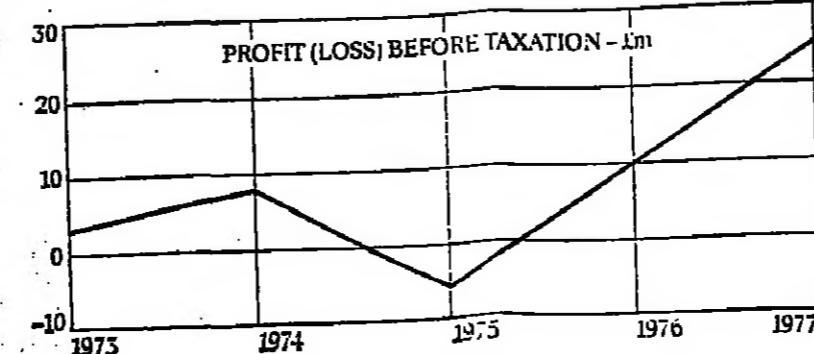


In the last ten years we have invested £120 million and plan to spend a further £24 million in 1978.

#### Where will Alcan be in 2009?

The future of the company is the future of the metal. And its derivatives.

And appears limitless. New uses, new applications, appear constantly. Increased demand increases production which lowers costs. Which stimulates more growth.



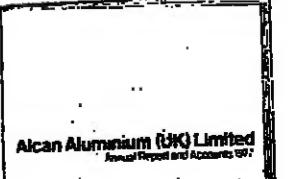
#### **Alcan products and interests: the expected and the unexpected.**

Aluminium ingots  
Extruded sections  
Household and catering foil  
Roofing and cladding  
Extrusions for tennis racquets  
Windows and double glazing  
Ventilators and louvres  
Concorde components  
Bullet proof glass  
Foil for bottle and yoghurt tops  
High pressure gas cylinders  
Bonded panels  
Strip for bottle closures  
Strip for lithographic printing  
Yacht masts  
Armour plate  
Foil dishes  
Cable sheathing  
Van bodies  
Packaging laminates

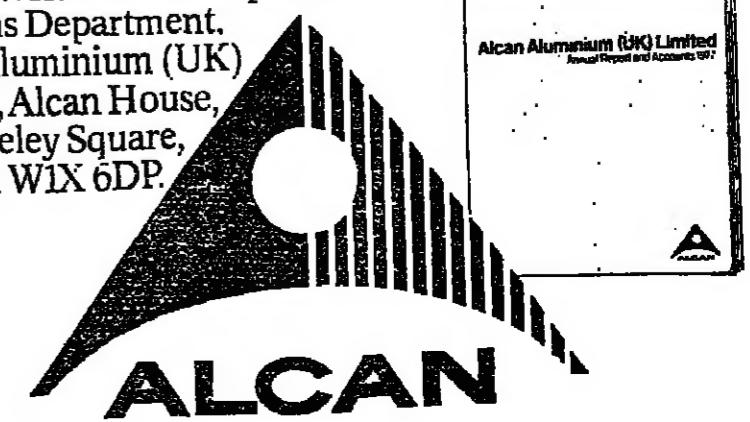
*—these and countless other activities spread Alcan's interests through the transport, electrical, construction, packaging, domestic appliance and other industries, a form of diversification which contributes to stable growth.*

If you would care to know of these matters in greater detail, please send for a copy of our Annual Report and Accounts for 1977.

Write to the Corporate Relations Department, Alcan Aluminium (UK) Limited, Alcan House, 30 Berkeley Square, London W1X 6DP.



Alcan Aluminium (UK) Limited  
Annual Report and Accounts 1977



ALCAN

## NOTICE OF REDEMPTION

To the Holders of

## Continental Oil International Finance Corporation

9½% Guaranteed Debentures Due 1985 Issued under Indenture dated as of July 1, 1970

NOTICE IS HEREBY GIVEN that pursuant to the provisions of the above-mentioned Indenture, \$3,750,000 principal amount of the above described Debentures have been selected for redemption on July 1, 1978, through operation of the Sinking Fund, at the principal amount thereof, together with accrued interest to said date, as follows:

## DEBENTURES OF \$1,000 EACH

5-5	1056	2082	4058	5019	6016	6978	7921	8874	9827	9972	10930	12845	14282	15911	16964	17946	18898	20017	21115	22151	23124	24053	
7	1078	2126	4089	5020	6014	6980	7894	8876	9874	9974	10974	12897	14302	15942	16941	17942	18895	20025	21129	22159	23129	24058	
17	1089	2137	4040	4071	5042	6033	6977	7931	8773	9868	9981	11811	12888	14291	15942	16941	17942	18895	19005	20028	21129	22159	23131
12	1092	2140	4042	4087	5044	6030	6978	7932	8774	9869	9982	11812	12889	14292	15943	16942	17943	18896	19006	20029	21130	22160	23132
32	1700	2144	4059	4084	5048	6070	7021	7840	8786	9898	10003	11899	12925	14295	15945	16945	17946	18897	19007	20030	21131	22161	23133
55	1115	2150	4080	4110	5052	6077	7023	7847	8798	9898	10003	11899	12925	14295	15945	16945	17946	18897	19007	20030	21131	22161	23133
40	1116	2151	4084	4120	5075	6078	7041	7850	8799	9898	10017	11902	12928	14296	15946	16946	17947	18898	19008	20031	21132	22162	23134
53	1119	2161	4084	4120	5075	6078	7041	7850	8799	9898	10017	11902	12928	14296	15946	16946	17947	18898	19008	20031	21132	22162	23134
63	1132	2175	4084	4128	5074	6078	7043	7851	8799	9898	10017	11902	12928	14296	15946	16946	17947	18898	19008	20031	21132	22162	23134
66	1144	2176	4116	4150	5124	6099	7080	8044	8974	9874	10014	11904	13051	14275	15964	16947	17947	18897	19007	20031	21133	22163	23135
48	1145	2176	4116	4150	5124	6099	7080	8044	8974	9874	10014	11904	13051	14275	15964	16947	17947	18897	19007	20031	21133	22163	23135
51	1145	2176	4116	4150	5124	6099	7080	8044	8974	9874	10014	11904	13051	14275	15964	16947	17947	18897	19007	20031	21133	22163	23135
52	1145	2176	4116	4150	5124	6099	7080	8044	8974	9874	10014	11904	13051	14275	15964	16947	17947	18897	19007	20031	21133	22163	23135
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56	1145	2176	4116	4150	5124	6099	7080	8044	8974	9874	10014	11904	13051	14275	15964	16947	17947	18897	19007	20031	21133	22163	23135
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70	1145	2176	4116	4150	5124	6099</td																	

## LABOUR NEWS

## Textile unions merger backed

By Rhys David

**SUPPORT FOR** mergers of unions within the clothing, textile, and footwear industry to create one large grouping capable of representing the whole sector has come from the National Union of Hosiery and Knitwear Workers.

Mr. Harold Gibson, general president of the union, speaking at its conference in Edinburgh, warned that small unions of under 200,000 members, such as existed in textiles, were vulnerable in respect of the influence they could exert and the services they could give to their members.

"There should be talks taking place between the unions in order to unify the trade union structure and to create a vibrant organization for the present needs and times in which we live," he urged.

The trade union structure within textiles is still very largely based on geographical areas with separate unions covering cotton and man-made fibres in Lancashire, wool textiles in Yorkshire, and knitwear, largely concentrated in and around Leicestershire and Nottinghamshire. Clothing is represented by another union, the National Union of Tailors and Garment Workers.

## Bigger units

Some mergers have taken place, but these have consisted very largely of consolidation of smaller unions to form bigger units within these geographical areas. In Lancashire, 26 semi-independent associations, covering separate districts, have been federated to form the 45,000 member Amalgamated Textile Workers Union. In Yorkshire, the National Union of Dyers and Bleachers, the biggest union with about 60,000 members, is allied with other smaller, mainly craft unions in the National Association of Unions in the textile trade.

Pressure for further groupings across traditional textile industry divisions comes partly because of the increased integration of the industry, but also because of the competitive threat posed by the general unions. The GMWU and the TGWU have been paying increased attention to textiles where both already have considerable membership. The engineering unions, the AUEW and the SEPTU are also represented in the industry.

The Amalgamated Textile Workers, in advance of Mr. Gibson's remarks, have already held preliminary talks with the National Union of Dyers and Bleachers, aimed at exploring a possible merger, and the TUC has been asked to make its good offices available to assist. The main obstacle encountered so far has been the AUEW's own structure as a federation, and before any further moves are made the union's interest is to examine ways of uniting into a single body.

## Union urges higher public spending

By PAULINE CLARK, IN SCARBOROUGH

BRITAIN'S THIRD biggest union, manufacturing and greater tax establishing within the trade 950,000-strong General and relief as a priority in solving the union movement a new radical Municipal Workers' Union, is country's economic difficulties. Left because only by going to preparing a campaign for "radical" approach in the confrontation we can secure the increased public expenditure.

Its views became clear yesterday, Mr. David Bassett, general secretary of the union, said: "The call for a new drive to channel more funds into the union to the roots of the problems which

increased public expenditure. In the future, Mr. David Bassett, changes necessary."

Mr. Bassett, general secretary of the union, said: "Our standard of living and the public sector was taken up by

debates of its annual conference quality of our lives depend on delegates supporting an executive in Scarborough. Our commitment to the extension of public services is

the union's policy of fighting unemployment by raising the services.

We have stood—and we will

properly worked out economic

likely to contribute to the will continue to stand for the policy on job creation and in

international debate over the spending wealth which is created by the use of North Sea oil funds

of North Sea oil revenues. Other groups in industry and the trade mainly by society as a whole.

"We are in the process of

Conservative leaders of inviting

strike over the closed shop.

While the Labour Party and

trade unions were trying to

achieve a consensus on the issue,

Mrs. Margaret Thatcher and her

supporters were indulging in

political opportunism.

Mr. Bassett said the advantages of the closed shop had been

received too little advertisement.

It avoided friction between unions and non-trade unions, as well as inter-union difficulties, and there were advantages in voluntary collective bargaining.

The closed shop had been attacked as "a monster power

at 250

in 1976," she said. female unemployment was rising twice as fast as male unemployment.

Miss Pat Turner, national officer in the General and Municipal Workers' Union, said: "We have a solution to unemployment in the return of married women to the home."

This could lead to the collapse of the National Health Service, service industries and many

unions."

"It's a complete and absolute

nonsense to conjure up the

hunger of an attack on individual

liberty when there is an attack on the collective liberty of trade

unions."

## Discrimination blamed for jobless women

By OUR LABOUR STAFF

THE Manpower Services Commission was accused yesterday of failing to tackle job discrimination against women.

Calling for action to help women during periods of high unemployment, Miss Pat Turner, national officer in the General and Municipal Workers' Union, said: "The commission had failed to overcome or even seriously challenge the sexual division of labour through its training or economic promotion scheme.

She told the union's conference: "Women remain as firmly indus-

try."

THE Manpower Services Com-

mission was accused yesterday of failing to tackle job discrimination against women.

In 1976, she said, female

unemployment was rising twice as fast as male unemployment.

In 1977 it rose to the "alarming" three-fold level.

Miss Turner attacked those

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# Mr Carew's positive academy for job-hunters

BY MICHAEL DIXON

"WHAT can you do for us. 'You're going into a pool, are highly liable to be jeopardised' Tom" the telephone caller and you can be out of it againised by colour-prejudice among asked the head of the Percy in a few hours if you swim employers. Coutts careers consultancy in properly. And times aren't bad. "When prejudice exists—London. 'We're shutting 23 for you. They're good because it does—and the person's need is bakery and making 8,000 hardly anybody else in the pool to get a new job, there's no use people redundant." That was known anything about job in waiting for the prejudice to hunting, which you soon will... be abolished. Given an inter-

"WHAT can I say to them?" This kind of oratory has clear view, the candidate has a but overtones of Sir Henry chance of overcoming it. But the other day. His question was Newbolt and "Play up! play not when all he is to the up! and play the game!" But player is one of a lot of letters anyone who pointed out the of application, most of which were £7.90.

So he mustered four of his resemblance to Tom Carew, have to go in the waste bin staff, conscripted four of the would not displease him. Facing the employment market, com- the facts and squaring the shoulders are in his view the essential first steps to recovery from unemployment.

A bit of inspirational help is therefore worth any amount of money. And if revitalising the middle-class one, and he's doing

"so we talked to them in groups."

The talks given by Mr. Carew would typically begin with a thoughtful smoothing of his fine grey hair, and words much like the following:

"We've been told you are redundant. Well, I'm sorry. We're in a capitalist society, and what the people who come to us for a region, say, but the here need is to be made to company called you a regional accountant, then the only sensible thing to write in

"The truth is that you aren't redundant. It's this business In teaching them, Coutts' In application is that you were operation that is redundant, staff do not mince words. An working as financial director." You are all valuable workers. unemployed manager whose Any customer of Coutts who And you're not joining a long skin is not white is almost sure demurs at such tactics is sum- queue of unemployed. No to be told graphically that his marily convicted of "negative queuing is necessary. chances of getting an interview thinking" and fined 30p.

There are few worse offences. Spillers did not do this, he when you've lost your job. But Only by saying or writing "I feels, with the result that that's not what they think when was made redundant" (50p). "I Coutts' possibilities were confined in the main to first aid. typical opening remark is that was involved in a clash of personalities" (50p), or "I am redundant" (40p) can a customer incur a heavier fine. The lightest is 10p for the wearing of each or any of a white shirt, a woollen scarf, a cardigan, or a club tie. Last week's takings paid to the Salvation Army, were £7.90.

The system of fines works. Tom Carew believes, by reminding the jobless to be careful in promoting their own interests. "And generally they soon learn to do that, although I do wish I could say the same about the companies that find themselves having to carry out redundancy exercises.

"You know, an announcement that so-and-so is putting so many people out of work is likely to make the company's buyers go off and look for other suppliers, which increases the risk of having to make more people redundant in future. If a business is to avoid effects like that, then careful public relations as well as industrial relations planning is necessary. So I've lately started to extend our services to advising companies on redundancy exercises

"Like almost everybody, they were terrible at the start. It's not just that they don't know how to sell themselves. They don't even know that they can or should do. And it's going out and selling yourself that counts their own."

## MEDIUM TERM FINANCING

A major, locally-owned bank in a Gulf State requires an Officer fluent in written and spoken Arabic with detailed working knowledge of all aspects of documentation for syndicated loans.

The position would suit someone between 25 and 35 years of age who is willing to spend a limited period abroad in order to add depth to his career experience.

The individual should be prepared to live in the Middle East for at least two years and to train local staff in the support of the lending operations of the bank.

A university degree or appropriate qualification is preferred but is not essential provided a thorough knowledge of the technical aspects of the job can be demonstrated and the applicant has a good working knowledge of the English language.

The bank, which is one of the oldest in the area, has an excellent reputation, both in the domestic and international markets, together with first-class connections. The lending operations of the bank have been developed to a point where in order to sustain the development and expand this additional capacity for growth, another specialist in medium term financing is now needed.

A competitive salary will be offered in an income tax-free country together with free accommodation, a car and generous arrangements for home leave.

In the first instance please send a detailed curriculum vitae to Box A.6374, Financial Times, 10, Cannon Street, EC4P 4BY.

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For more detailed information and a personal history form please contact Nigel V. Smith, A.C.A. or Peter Dawson, B.A. quoting reference 2148.

Commercial/Industrial Division

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It is now planned to strengthen the central finance function through the appointment of a Financial Controller who will report to the Financial Director. The parameters of the position are broad and encompass control over financial and management reporting, short and long range planning, and the extension of computer based systems. In addition, the successful candidate will be expected to make a positive contribution to the company's development.

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Our client, the Hong Kong Practice of a major international firm of Chartered Accountants, employs over 500 staff. Due to continuing expansion of the tax department the Practice now seeks to recruit a Tax Specialist to act in a consultative capacity and undertake a number of special assignments.

As there is an international flavour to the work, candidates should be able to demonstrate an interest in this field. It is anticipated that the appointee will have gained a minimum of two years tax experience in the U.K.

For further information on this appointment and details of living conditions in Hong Kong please contact either Brian Marron B.A., or Richard Norman F.C.A. quoting reference 2159.

Overseas Division

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Please write giving full particulars to Box A. 6373, Financial Times, 10, Cannon Street, EC4P 4BY.

### UNIVERSITY OF GLASGOW CHAIR OF ACCOUNTANCY

Applications are invited for appointment to the Chair of Accountancy available from 1st October, 1975, or such later date as may be arranged. This is one of three Chairs to be created by the Royal Society of Edinburgh on the resignation of Professor D. H. Fife.

The appointment will be in the Department of Accountancy in which the present staff are Professor David Fife, Professor C. Shaw, Senior Lecturer, and 8 Associate Lecturers with the assistance of part-time lecturers and tutors.

The Professor will participate in the teaching and research of the Department according to his special interests which will be in any one or areas of financial accounting and reporting, managerial accounting or business management. It is intended that the professor will assume direction of the doctoral programme which has recently been approved and that he will take an active part in developing research interests.

Persons with primary qualifications and research interests in accounting and research in a corporate area and with interest in accounting which they now wish to develop are invited to apply.

Further particulars may be had from The Secretary of the University of Glasgow, Glasgow, G12 8QQ, with whom applications (15 copies) should be made, stating the names and addresses of three referees, should be lodged on or before 20th June, 1975.

In reply please quote Ref. No. 41845.

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We are a subsidiary operation of a dynamic growth-oriented, U.S.-based oil service company seeking applicants for the position of Controller. Qualified applicants will possess at least five years' experience in a senior accounting position.

This is an excellent growth opportunity offering a competitive compensation and located in Montrose, Scotland. Please reply to:

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Applications are invited for the post of Book-keeper. The applicant should have considerable experience in book-keeping and must be capable of deputising for the Executive Officer (Finance) when necessary.

The salary on appointment will be within the scale £3,552-£4,657 (under review) including London Weighting. Further particulars of the post may be obtained from:

C. R. Booth  
Assistant Secretary  
Council for National Academic Awards  
244/254 Gray's Inn Road  
London WC1X 8BP.

To whom applications giving details of qualifications and experience and mentioning the names of two referees should be submitted by 16.6.75.

## MEDIUM TERM FINANCING

A major, locally-owned bank in a Gulf State requires an Officer fluent in written and spoken Arabic with detailed working knowledge of all aspects of documentation for syndicated loans.

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A competitive salary will be offered in an income tax-free country together with free accommodation, a car and generous arrangements for home leave.

In the first instance please send a detailed curriculum vitae to Box A.6374, Financial Times, 10, Cannon Street, EC4P 4BY.

## General Manager Banking-Yemen (Sanaa)

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This Institute is a Postgraduate Medical School associated with the Royal National Orthopaedic Hospital. There are sections in London (Gt. Portland St.) and in Stanmore, Middx., where the Administrative offices are located. The salary is £5,954-£7,038, plus London Weighting £450 (University scale, under review). A job description and further details are available from the Secretary, Inst. of Orthopaedics, Royal National Hospital, Brockley Hill, Stanmore, Middx. Applications with names of three referees should be received by June 30th.

## INVESTMENT ANALYST

The Standard Life Assurance Company has a vacancy for an Investment Analyst in the Head Office of the Company in Edinburgh. The Company is the largest mutual life office in Europe and has funds in excess of £2,000 million pounds.

Ideally, candidates should have an accountancy qualification and previous investment experience would be an advantage.

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مكتبة الأصل



# U.S. authorities tighten up on overseas bank lending

BY STEWART FLEMING in New York

THE U.S. authorities have begun to tighten up their supervision of the foreign lending system. They want to have a clearer idea of the risk involved in each debtor country. There is, however, evidence that the regulatory authorities intend to be supple in their handling of this important matter, which reflects upon the external payments of so many countries.

Though the final pattern to be adopted is not so far clear, a number of senior officials insist that it need not inhibit the foreign lending of U.S. commercial banks, and at any rate some senior bank executives share that view. Fears among bankers that tighter regulations will automatically reduce their ability to lend have been dispelled at least in part by a recent statement from the Comptroller of the Currency, Mr. John Heimann, which showed that he was aware of the need to apply banking regulations in this field with flexibility.

Some senior officials do however suggest that part of the emphasis in the new regulatory policy expected to emerge will be on a diversification of lending overseas to ensure that no bank has too high a concentration of its loans with a single foreign borrower. Some big American banks will find that they must reduce what will be deemed to be over-commitment to certain countries.

## Heavy borrower

Thus there are suggestions that Mexican officials, whose country has been a heavy bank borrower, are worried, although perhaps less so than earlier this year. No doubt other borrowers will watch equally anxiously.

The new approach is a reaction to the rapid growth of foreign lending by the banks. A congressional study published in the middle of last year highlighted the extraordinary speed of this growth. It pointed out that in 1960 only eight U.S. banks had overseas branches and that their assets totalled only \$3.5bn. As Mr. Heimann recently said of international banking department executives, "In those days... their titles signified remoteness from the levers of command."

But by mid-1978 U.S. banks' foreign branches had assets of \$181bn, according to the congressional study, and the "spectacular expansion of international lending has been critical to maintain a steady growth of earning for major U.S. banks."

Earlier this year Mr. Heimann, recognising the importance of this distinction, issued proposals for integrating one particular U.S. banking law into the recently developed foreign lending pattern. The Comptroller is required to ensure that no bank under his supervision lends more than 10 per cent of its capital and surplus to a "single borrower." As Mr. Heimann went on: "The

Mr. Heimann pointed out

that the Comptroller made it clear that he was more aware that "our office cannot easily and unthinkingly apply conceptual devices, tested by

domestic regulatory tradition, to international lending activities."

He added pointedly: "We have to develop new ones." That is precisely what

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# The Management Page

## Putting distribution strategy under the microscope

THE PROBLEMS of distribution have seldom been high on the agenda at Board meetings. Yet there is a growing band of people who see it as an increasingly important area for attention at the highest level.

The champions of this cause, most notably the National Economic Development Office's economic development committee (Little Nelly) for international freight movement, believe that as companies find it increasingly difficult to boost efficiency by trimming production and marketing costs still further, they should, as an alternative, put distribution under the microscope.

Giving an idea of the potential benefits of improved distribution, Lord Hayter, chairman of Chubb—and also chairman of a NEDO conference on the subject this month—points out that the cost of distributing goods, including items such as insurance and packaging, can amount to up to one-third of the selling price.

The complexity of distribution in a large or medium sized company can be daunting, and rationalisation does not lead itself to a piecemeal approach. Although obvious bottlenecks and failings can be tackled, experts advocate a long-term scheme aimed at involving a wide range of departments—a strategy borne out by the experience of Monsanto, the chemical company.

NEDO's role in promoting the cause is based on its recent Little Nelly report, Trading with Europe: Through Transport and the Total Export Concept. This document will also be the basis of its conference (aimed at senior executives), to be held in London on June 8.

The report itself covers a confusing array of subjects, including marketing, customer service, involving policy, education, shipping, Government policy on transport, insurance, exchange control, vehicle weights and even a standard dictionary of trade delivery terms.

But the essence of the report is this: "Chairmen and managing directors, too often fail to assemble the right mix of management expertise to make up a really effective export effort. The distributive responsibility is frequently left to middle or junior management."

"There is still a tendency to sell first and think about movement later, but physical distribution should enter into the

long and medium term planning of every export activity."

The right way to go about selling abroad, it is suggested, is to set up a system for integrated control and development of production, selling, servicing, financing and distribution under the guidance of top management. This so called Total Export Concept (coined by the freight industry Little Nelly) is now one of the many parts of the Government's industrial strategy.

One company which has been ahead of the game for some

time is the British subsidiary of Monsanto, the fourth largest chemical company in the U.S. It introduced a system of this kind some 10 years ago, drawing together all the threads of distribution (domestic and export), under a distribution manager who has a direct line to the chairman.

Mr. Ray Macintosh, the company's present manager of distribution operations (and deputy chairman of the British Shippers Council) believes distribution to be one of a company's most complex areas of operation. "It is like a watch. All the parts must be correctly inter-connected, otherwise it doesn't work," he says.

Monsanto's initial policy on distribution evolved from the fact that since it involved a lot of expenditure on buying either transport services or equipment it warranted more management time. It was also recognised that it involved a wide range of company sectors.

Like most companies which have attempted to measure distribution costs, Monsanto also recognises that this is extremely difficult because such costs arise in many places and can be almost impossible to identify.

If therefore introduced, in the style of its U.S. parent company, a central distribution department should enter into the

Lorne Barling

### No sentimental journey for Geneen

UNACCUSTOMED AS he is to public utterance (outside shareholders' meetings), Harold Geneen, the legendary chairman of International Telephone and Telegraph, has come out in print to digest his growing reputation as a "softy".

In a letter to Business Week, Geneen denies the magazine's alleged implication in an article on ITT that it is too sentimental about its business.

He says that he is reluctantly to sell what he calls "fores".

Geneen attributes his policy to "very hard-boiled reasons"—his distaste for "dumping management's mistakes" on the stockholder. He prefers to try to restore his lame ducks to good health and future earnings, he says, "or, at worst, restore them to value before disposing of them."

A laudable principle, certainly, but there may be a middle way between impatiently selling off a business as soon as it starts to go sour, and hanging on to a chronic loser for far too long. Much obviously depends on whether one's remedial action looks like paying off, as it did in the case of ITT's Sheraton subsidiary.

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A RESEARCH centre, in contrast to a processing plant or assembly line, is a highly flexible industrial resource. Or rather, it should be. Often the problem is how to manage a research centre tuned to medium- and long-term objectives in a way that responds readily to the changing demands of and pressures on industry.

A lot more of our science ought to be seen and used as a company resource," believes Dr. Charles Suckling, general manager for research and technology of ICI, the \$4.7bn. chemicals group. At a time when public expectations of a better way of life are running extremely high, says Dr. Suckling, industry is faced with dwindling resources. Science and scientists form one resource it must learn to use more efficiently.

The testbed for his ideas is ICI's Corporate Laboratory, a research centre near Runcorn set up in the early 1960s. Dr. Suckling admits that in the early days, as research director of ICI's Division's laboratories nearby, he was stern critic of the new laboratory, for what he then saw as poaching upon divisional preserves.

Today the watchword is "relevance." The problem is how to keep some of ICI's most creative minds—for which the Corporate Laboratory is praised by some divisions more than for its inventions, as Dr. David Jones, its research director, dutifully admits, at work on problems relevant to ICI.

One way ICI management tries to ensure that the Corporate Laboratory is no "ivory tower," isolated from business problems, is to have its top management visit regularly. Dr. Alfred Spinks and Mr. Robert Malpas, main Board directors responsible respectively for research and engineering, are frequent visitors. Dr. Suckling himself, recently elected a fellow of the Royal Society, calls regularly once a month. Divisional deputy chairman and engineering directors are encouraged to keep closely in

touch with laser engineers in tical techniques to chemists' chemists. The laboratory's department of applied problems of chemical engineers are embroiled in the physics of Hull University, has structure and composition which complex relationships between

set up a powerful infrared laser 13-20 years ago might well have man and computers, not just as a chemist's research tool, taken three years to work out at business management level. One problem today is that the can now be solved in a week but for the plant manager and the scientists cannot make a laser using the latest kinds of still more important—the of infrared frequencies. So has some of these instruments in the chemical industry the on-line in its factories—for operator is highly skilled and accustomed to taking a lot of decisions. So they want to be able to give him, for instance, a pictorial view of his parish, which might show a man just arriving on shift precisely where he has problems. As they see it, the need for the future is to get the operator still more closely involved with the process, by sharing the problems in a man-machine relationship, and not simply to try to solve his problems with machines.

In support of a technology of widespread and growing interest in two different directions. One is the purifying of small quantities of a highly-prized compound such as a drug, where an undesirable impurity that is hard to remove might be converted by laser energy into the product itself, or into harmless trace metals in a major plastic. The best prospects for laser chemistry at present seem to lie in two different directions. One is the purifying of small quantities of a highly-prized compound such as a drug, where an undesirable impurity that is hard to remove might be converted by laser energy into the product itself, or into harmless trace metals in a major plastic.

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Scientists have made immense strides in recent years in applying novel, high-powered analy-

characterises, say, a transistor, a drug or a pesticide. It has developed very elegant methods of automatically growing films with intriguing electronic and biological properties.

One organic chemical fashioned in this way turns out to have unexpectedly powerful electronic properties—"far better than we'd hoped." The techniques have fascinating possibilities as sensors for many things ICI wants to measure and control. Exploitation—should it ever come to that point—might pose problems, however, for a company which so far has eschewed manufacture of the special crystals of solid-state electronics, on the grounds that the profits lie further downstream.

The Corporate Laboratory is also charged with the task of being the company's main interface with the universities. As one scientist puts it, "when our work leads us into an area of science novel to the company, we look round for assistance. The university people act as gatekeepers for us." Colloid science is a good example of an area of science which only recently has been recognised as common to a great diversity of the company's "recipes"—for paints, dyestuffs, plant protection, even the technology for fermenting protein feedstocks, now well on the way to becoming a new ICI division.

Under the company's joint research scheme of scientific projects, the cost of which is shared with the university, the Corporate Laboratory has been a partner in one out of every four projects since the scheme was launched in 1974. This year ICI will contribute about £350,000, to be matched by another £300,000 from the universities.

**Ambitious**

Scientists in industry, Charles Suckling told the Research and Development Society in London recently, were "trying to link the future with here and now." He was certain, he said, that a better scientific understanding of some of industry's problem areas was going to pay off. He advised his audience of research managers to try asking his three basic questions. First, is your research and technology programme relevant to your business objectives? Second, are your business plans ambitious enough? And finally, are you speculative enough—are you giving yourself the chance of making discoveries that could lead to a better business plan?

## UNITED OVERSEAS BANK GROUP FINANCIAL HIGHLIGHTS

PROFITS (\$'000)	1977	1976	Increase	%
UOB Group	28,500	24,687	3,813	+15.4
The Bank (UOB)	21,355	17,713	3,622	+20.4

### DIVIDENDS

Final dividend of 7½% together with interim dividend of 5%, the total distribution of 12½% on the paid-up capital of \$1,357 million would amount to \$81.7 million, an increase of 43.3% over 1976.

### BONUS ISSUE

A bonus issue of 1:10 by the capitalization of \$15,565,264 from the share premium account.

### BALANCE SHEET AS AT 31 DECEMBER 1977

LIABILITIES	\$'000	ASSETS	\$'000
Capital & Reserves	159,170	Cash, Balances with	
Debentures	103,088	Bankers & Money At Call	1,153,362
Total Deposits	2,906,673	Government Treasury	
Other Liabilities	344,723	Bills & Securities	203,354
Acceptances, Guarantees & Other Obligations on behalf of customers	1,033,633	Investments	117,625
		Loans & Advances	1,868,917
		Other Current Assets	55,130
		Fixed Assets	115,576
		Customers Liabilities for Acceptances, Guarantees & Other Obligations	1,033,633
Total Liabilities	4,617,807	Total Assets	4,617,807

A copy of the UOB 1977 Annual Report is available on request.

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# Decline of the low profile

BY GEOFFREY OWEN

ONCE UPON a time chief executives of companies were expected to devote their time to running the business; as soon as they started accepting part-time government appointments or playing an active role in public life, that was the time to sell the shares. Now we seem to be in a different situation. A growing part of a company's operations—especially if it is a large company—is vulnerable to decisions taken by politicians and bureaucrats. Chief executives cannot afford to be indifferent to the way these decisions are taken; if they want their business prosper, they must try to influence them. This is not just a matter of a discreet word with a Minister or a Permanent Secretary, on some issues they have to brave the arena of public opinion, abandoning the low profile of their predecessors.

## Aggression

The most striking change has taken place in the U.S. Over the last few years politicians, consumerists and trade union lobbyists have been astonished by the new spirit of aggression shown by the business community in pleading its cause in Washington and elsewhere. This is partly a matter of individual companies—Mobil is an outstanding example—deciding to stand up and be heard publicly for the issues they believe in. But it has also involved more effective use of trade associations and other representative bodies. Having thrown off their inhibitions about getting involved in politics, many chief executives seem positively to relish the battle. This is particularly true of the Business Roundtable, a grouping of some 180 chief executive officers which includes most of the major U.S. corporations.

Chairman of the Roundtable is Irving Shapiro, chairman of Du Pont, who symbolises more than any other executive the new approach to public affairs. A lawyer with experience in government, he is very different in background and approach from the traditional chief executive of America's largest chemical company. Part of the reason for his appointment was the feeling on the part of the Du Pont board, as Shapiro has put it, that "we need a different kind of leadership, we want a leadership that understands government and the political conditions in the country and can address itself to some of these issues."

As he explained in a recent interview with the Harvard Business Review, Shapiro is a strong opponent of the law profile. "Most businessmen have been afraid of the press, unwilling to subject themselves to public examination on what they're doing and why. They've been

SINCE returning from Australia much short of 50 degrees north some weeks ago, I have been asked "What are Australian wines like?" It is no more than 39 degrees south. Is it unfortunate that economic and, one must add, political—well north of that; nearer the equator than Algeria, not a wine so unfamiliar here as to country producing exceptional wines? (It can be wine.)

Accordingly, while north of the vineyard the Alps and the Pyrenees the growers' problem is often to concentrate visus on any transform into alcohol and to answer, the question reveals a avoid an excess of acidity, in wider ignorance. For it is rather Australia the trouble is an like being asked, "what are excess of heat and a deficiency French wines like?" The only of acidity; though acid may be reasonable probably for to add to balance the wine, which is not so, is varied, fortune the wine allowed in Europe. For Australia's vintages would be while in Europe. The pretty drift if they are similar vintage may be delayed to obtain the moment when the grapes are greater maturity, in Australia the way from New South Wales to Western Australia.

In fact a considerable variety of wines is produced in this huge country, though not in sharply distinct, relatively near-together regions as in France. It is the conditions that differ most from Europe, for Australia is not only "down under" but temperatures as high as 113 F also to some extent "upside (45 C), and risk being oxidised down." In other words, the solution to this is mechanical reverse of those obtaining in harvesting at night. With vines northern Europe. This is specially trained, the machines scarcely surprising when it is with three-man teams and power-borne in mind that whereas the ful headlamps can shake off the latitude of the Rhineland is not grapes and have them delivered

to the winery for crushing in the cool of the night within a couple of hours of picking.

Another consequence of the temperature is that many white wines are bottled very early indeed. In April I tasted many 1978 wines already in bottle:

1978 wines, already in bottle:

Traminers, Sémillons and and fine white wine areas, the Chenin. Irrigation, forbidden recent tends to be on red wine, and the majority of selling wine, has led to replanting with white grapes. In Australia the most part originally planted with grapes designed for dried fruit. The results are yields of up to 100 hl per ha—double that for French quality wines and for our own non-irrigated areas. Drip-irrigation is allowed too in order to lubricate the parched soil; but adding sugar is forbidden.

Another difference between European and Australian viticulture is that except for a small part of Victoria, there is no "casks"—in fact plastic bags with a tap, encased in a box—that can be left in the refrigerator, and which now have a starting 25 per cent of the market.

The red wines also suffered

from a widely-publicised suggestion at a conference of biochemists a few years ago that recently written a book on it. Cabernet—in Cognac and the area in the extreme south-west of Western Australia, known as the Margaret River. I draw some elegant easy-to-drink class type '78s and '80s, unfortunately the Cabernet-Sauvignon grape is a shy yielder, and therefore expensive to produce.

The most planted red-wine grape is the Shiraz, the Syrah of Australia, which is more superior to the red. Although the former are often seen drunk when young, they are cool, and there are now many mature very well in the style of good white burgundy. I am convinced that the reds are inferior. When made and blended to be a little less powerful—such as other Bordeaux, the soft-style Merlot is now going into production here, and when the replanting there is going in the opposite direction.

This is partly attributable to the attraction of cool white wine in the hot months; especially from the one-gallon so-called "casks"—in fact plastic bags with a tap, encased in a box—that can be left in the refrigerator, and which now have a starting 25 per cent of the market.

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It is common to hear that Australian red wines are powerful and somewhat aggressive when young and in this state are less acceptable in a hot climate. The Shiraz and Shiraz blends, I liked best, several excellent pure Cabernet-Sauvignon wines. They are produced in many areas, in Australia as elsewhere, including the Hunter Valley—glossy or white wine should be the essential complement to the better white wines, and my part probably more satisfying. But then I must admit that other Shiraz and Shiraz blends, I liked best, several excellent pure Cabernet-Sauvignon wines. They are produced in many areas, in Australia as elsewhere, including the Hunter Valley—glossy or white wine should be the essential complement to the better white wines, and my part probably more satisfying. But then I must admit that other Shiraz and Shiraz blends, I liked best, several excellent pure Cabernet-Sauvignon wines. 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# FINANCIAL TIMES

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Tuesday June 6 1978

## Profits, wages and investment

THE RATHER satisfactory stocks, attracts relief from figures for investment taken by the Department of Industry yesterday, and in profits is essential for any of the highly exaggerated wage increase in investment; and claim agreed by the Ford shop versatile, investment is almost stewart at the weekend are certain to rise if profits do recover. Unfortunately investment made in such circumstances, which does not necessarily reflect an assessment of future prospects, may also prove relatively unrewarding. The disappointing return on investment in recent years is part of the same picture.

With this context strongly in mind, one can still give a quiet welcome to the fact that investment in real terms is recovering strongly. For manufacturing and services combined—the borderline is blurred by the rapid growth of leasing—the increase will be rather over 9 per cent in real terms for the second successive year, and the level for 1978 will be near an all-time peak, and some 6 per cent higher than in 1970. For manufacturing alone the recent growth is rather faster, with an expected rise of over 20 per cent from the 1976 trough—a reflection of the programmes of large companies; but the total volume is still well below the 1970 level, partly because of the shift into leasing. There is still little sign of outright expansion but at least potential productive efficiency should benefit.

### Stability

The future danger of an inflationary rise in costs is harder to assess. The previous peaks in investment spending, in 1970 and 1974, presaged periods of inflationary recession. There are two reasons to hope that we might escape from this unhappy pattern this time. Bitter experience of inflation and unemployment seems to have undermined shop floor militancy, at least for the time being; and thanks to North Sea oil, real incomes are rising rather than falling. These are very limited comforts. It will only be when financial stability is restored, and when industrial management can control its costs, take a long-term view of its investment decisions, and present accounts of its current performance in realistic terms, that it will be possible to take unmixed pleasure in good investment figures.

In a healthier economy industry's spending would be determined much more by its own view of the future than by the availability of internally generated funds; but inflation and high nominal interest rates have virtually cut industry off from any external source of long term funds (except Government support for lame ducks). Inflation has also made the future real value of financial securities highly uncertain, and securities can only be bought out of taxed income: investment in plant and, since 1974, in

# German chemicals: giant at bay

By KEVIN DONE, Chemicals Correspondent

**L**EADERS OF the West German chemical industry have not yet begun reading the tea leaves in their anxious search to discover what the future holds for them. But in recent months they have been pursuing the more normal methods of forecasting with especial fervour looking for the slightest indication that better times lie ahead. For a country that boasts three of the world's top five chemical companies and which is the biggest single exporter and importer of chemicals in the world, West Germany has not been accustomed to having to watch nervously every decimal point of chemical sales and production growth.

The last 18 years have delivered a considerable shock.

Imports last year rose almost twice as quickly as exports, the first time the industry can remember anything of the sort.

With the German chemical industry association (VCI) just celebrating its centenary the collective memory goes back a long way. For only the second time in the industry's history

growth last year slipped below the general advance of the West German economy, repeating the pattern first set in 1975. Then the whole Western economy was suffering the worst of the dislocation resulting from the OPEC oil embargo. But for an industry that considered 1975 to be only a temporary aberration, the repetition of the same malaise last year has caused considerable discomfort.

Almost all the product areas of the German chemical industry are closely affected by events in other branches of industry both at home and abroad. For decades the chemicals sector has outperformed the general economy and has derived a disproportionate benefit from the wide range of industries it serves. But there is another side to the coin. When the whole Western economy faltered, the decline was especially magnified in the chemicals sector, which, more than most, serves other industries rather than the consumer directly.

As Professor Herbert Grunwald, chairman of Bayer, asked recently: "Is this tiny growth for the chemical industry a passing development, or is it the start of a new trend? Merely posing the question throws the worries of this industry into sharp relief."

So what is the current state of the chemical industry, one of the traditional powerhouses of the West German economy. Last year production grew by only 0.4 per cent compared with an average growth for the rest of the manufacturing industry of 3.2 per cent. The sales performance of chemicals fell well below the industrial average, increasing by a mere 1.9 per cent compared with a rise of 5 per cent in other sectors.

The industry's profits were

is coming from," says one senior official in the industry, "they work more working days. Small signs have a lot of difficulty of recovery are there, however, explaining."

According to Dr. Wolfgang Munde, director-general of the German Chemical Industry Association, the industry is aiming to "small details" this year to match the growth of the general economy, which is not expected to be above 3 but now it's a question of 0.4 per cent. But even this modest security."

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## FINANCIAL TIMES SURVEY

Tuesday June 6 1978

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## European Vehicle Components

A rationalisation of the European components industry has been taking place over recent years with frequent takeovers, mergers and cross shareholdings. But this process is now under challenge and companies are increasingly expanding their activities in the U.S.

## Merger policy under threat

By Terry Dodsworth

THE EUROPEAN components industry, like the vehicle manufacturing sector, has become much more integrated in the past decade. Component companies which used to be mainly national organisations have taken on a multinational complexion as their activities have grown to correspond to the increasing flow of vehicles across the old national frontiers. Overseas investment has become a significant characteristic of the larger component groups; and most of them have become substantial exporters.

These changes have been closely tied up with the gradually developing perception of Europe as a single market. The vehicle producers now shop around for their parts supplies throughout the EEC trading bloc, partly to get the best price, and partly to ensure alternative sources should one run out. At the same time, the bigger component manufacturers have been anxious to go overseas and move away from their tight relationships with single vehicle assemblers. They, too, have seen the advantages of having a range of customers and a more independent status.

A great deal of this rationalisation has come about through takeovers, mergers, and cross shareholdings. Bosch, the German electrical company, for instance, has invested in Ferodo of France. Ferodo itself has become the focal point of the reorganisation of the French vehicle business following its link-up with SEV-Marchal-Cibie; and GKN has moved into Germany with the takeover of the Birfield Transmissions group which brought with it the German-based Uni-Cardan business. These are just a few of the many cross-frontier moves which have been made in the past few years.

This process of structural re-organisation, however, is now under challenge. The alarm was first sounded by the West German Cartel Office, when it decided, about 18 months ago, to fight a GKN bid to raise its stake in the Sachs Group from 25 per cent to 75 per cent on the overall grounds that this would reduce competition within the market. GKN won support for its bid from the EEC competitions department; but despite this, it was rejected by the German Supreme Court, which upheld the Cartel Office's decision.

Since then, Lucas, the British electrical company, has run into a similar problem in France. Once again, the issue has arisen over an attempt to increase a share stake. Lucas wanted to lift its interest in Davelier, an

electrical parts manufacturer, to 100 per cent by buying out the 51 per cent held by DBA, a company dominated by Bendix, the U.S.-based brake manufacturer. But the French Government, which has developed a policy for restructuring its components industry in an attempt to strengthen the local manufacturing base, has hesitated about giving approval to the deal. Several French interests, headed apparently by SEV-Marchal, which was itself created by Government prompting, are believed to have opposed the deal.

## Doubts

These two cases clearly raise doubts about how much further merger-based rationalisation can be taken. There is no doubt that over the last decade a great deal of anxiety has been raised about the monopolistic developments in certain markets. In Britain, the GKN takeover of Birfield was not universally approved; and the dominant position of several component manufacturers in some national markets — for example, Lucas in the U.K. electrical industry and Bosch in the same sector in Germany — have come in for muted criticism. But, on the whole, Europe's governments have accepted the argument that the sector was too fragmented and needed re-organisation; indeed, In France the Government has until now deliberately tried to help the restructuring process along.

One of the problems facing the European components producers is that these monopolistic anxieties vary from country to country. In West Germany, the Cartel Office has taken an extremely tough line in its

## LEADING EUROPEAN COMPONENT COMPANIES, INCLUDING TYRE AND BATTERY CONCERN

	Country	Sales	tax	Em-	Activities
		\$m	\$m	ployees	
Dunlop-Pirelli	UK-Italy	4.2bn	na	164,000	Tyres
Michelin	France	3.4bn	\$1.57m	110,000	Tyres
Robert Bosch	Germany	3.3bn	\$6m	110,000	Electrics/
GKN	UK	2.7bn	33m	108,000	Electronics/
					Pressings;
					forgings;
					transmission
					parts
					Electrics/
					batteries
Lucas Indust.	UK	1.1bn	35m	78,000	
Varta	Germany	838m	19m	22,000	
Continental	Germany	741m	4.7m	24,000	Tyres
ZF	Germany	643m	7.7m	17,000	Automatic
Ferodo Groupe	France	552m	23m	20,000	Transmissions
Associated	UK	480m	21m	29,000	Clutches;
Engineering					Brake linings
DBA	France	468m	2.7m	18,000	Pistons;
Chloride Group	UK	457m	22m	21,000	Brakes; electrics
Sachs	Germany	454m	19m	16,000	Batteries
					Clutches; shock absorbers

\* This list does not include American-controlled component companies in Europe.

Source: Fortune—500 largest industrial corporations outside the U.S., August, 1977.

themselves will be in a better position to break down some of the national monopolies which now exist. Every European country has several of these semi-monopolies — groups with at least 70 per cent of the local market — which only well-established competitors from outside will be able to attack.

At the same time, the component manufacturers argue that in certain sectors the European industry needs to worry less about its local market power than about international competition. This defence has been put up very strongly by both Fiat and Mercedes in arguing the case for their proposed joint development and manufacturing of a heavy-duty automatic gearbox for urban buses. The German Cartel Office has informally indicated that it would not be happy with such a project. But the two companies point out that at the moment they are exposed to world-wide competition in this particular area by Allison, the General Motors subsidiary. Allison would be very difficult to fight as individual businesses, they say, because neither of the European groups is big enough on its own to pick up the cudgels and invest heavily in a limited production line.

Together, on the other hand, they believe they can ensure better economies of production, while establishing an operation which should be able to face up to the Americans in world markets.

In support of this project, Professor Joachim Zahn, the chairman of Mercedes, said recently that the way to head off protectionism in world markets was to create more competitive companies. In Europe, one of

the means of achieving this few years. The first is to meet the rapid technical change demanded by new fuel economy and emission regulations. Components will have to get lighter, and in some cases smaller; and they will have to operate more precisely to make the most efficient use of the world's depleting fuel reserves.

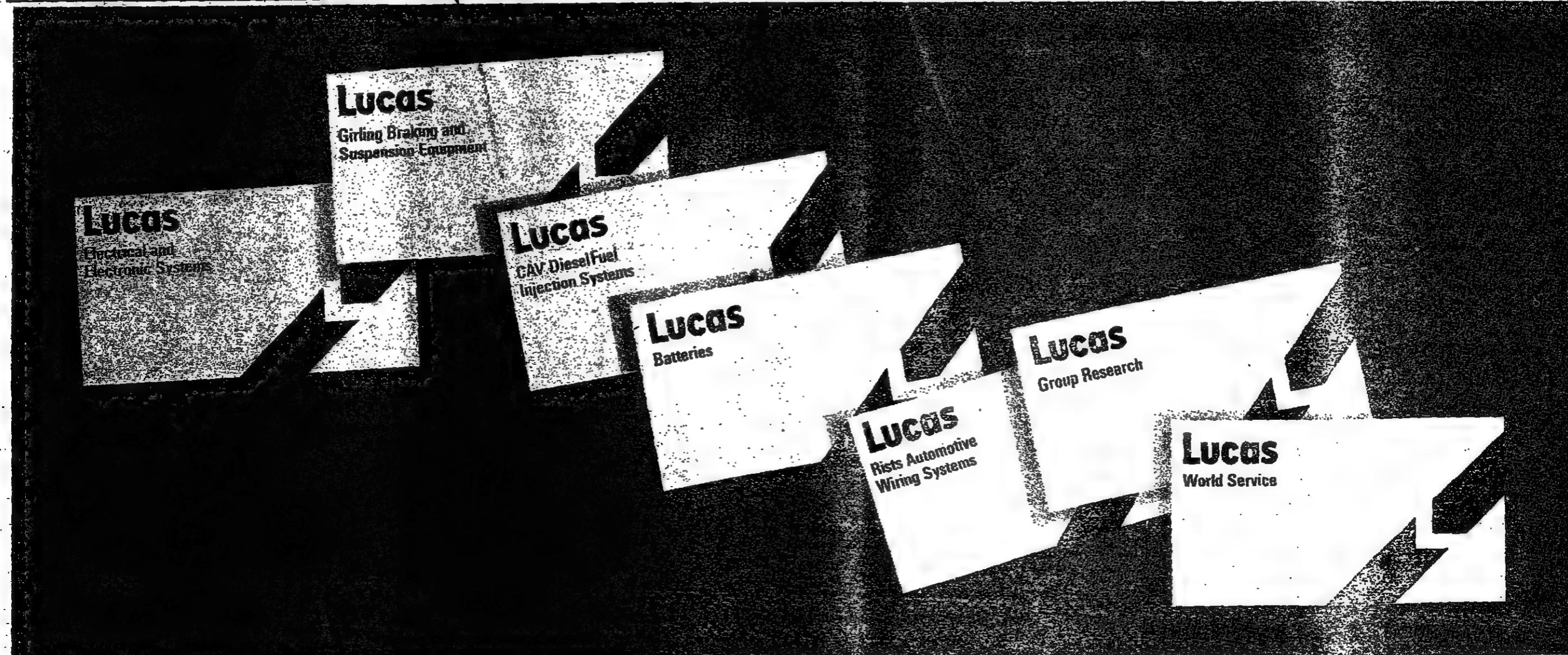
A similar point has been made by Sig. Giovanni Agnelli, who

argued for some kind of initiative at EEC level to give general guidelines towards research collaboration with vehicle manufacturers. But they also put the European components sector into a much more direct relationship with their U.S. competitors — the point which Dr. Zahn and Sig. Agnelli were stressing. American component groups are now working on very much the same lines as their European counterparts in order to cope with the new demands for smaller cars in the U.S. This means that the big multinational groups which have invested in Europe are now able to use their European technology in the U.S., thus becoming quite available to indigenous European companies.

The answer to this strategy is for the European companies to expand in the U.S. themselves. In the last year or so, this trend has become quite pronounced. Bosch, Lucas and GKN have all established, or are in the process of setting up, manufacturing operations in the U.S. Turner and Newall, the parent company of the Ferodo brake lining company in the UK, has acquired an American group, and Associate Engineering and Peugeot-Citroen vehicle manufacturing group; in precision engine parts, Associated Engineering (UK) and Mahle (Germany) have the majority of the market; Instrumentation is split between Smiths (UK) VDO (Germany) and Jaeger (France), in which VDO has a 45 per cent stake, and clutch manufacturing is dominated by Automotive Products (UK), Sachs (Germany) and Ferodo (France). Automotive Products are

Two major challenges face moving in the same direction these companies in the next having strengthened their

CONTINUED ON NEXT PAGE



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Lucas Industries



## EUROPEAN VEHICLE COMPONENTS II

## Constraints on the designer

AS SPECIFICATIONS for the performance by as little as half the materials and component material new generation of American vehicles to meet the tightening energy constraints are drawn every car on the road in the U.S. averages 425 lbs of component suppliers are becoming more acutely aware of the intensifying competition to satisfy technical requirements, as well as the likely magnitude of the opportunities.

The impact of the oil crisis is being felt most sharply and comprehensively in the American vehicle industry. Car makers are faced with the problem, if not the actuality, of having to design new engines as well as new bodies in lightweight materials within a three year period if they are to conform to Congressional fuel economy programmes.

Assessments that have been made as to what this means in terms of weight slimming and investment, and of the gains in fuel economy, may be disproved in the future, but are worth quoting to show the immensity of the problems.

Some of the big American sedans will need to lose about a ton in weight, according to one estimate. Another puts at \$100 the cost to one of the major vehicle producers of pushing up the average miles per gallon

What this all adds up to for

makers is hard to say in more than general terms. But it surely means that product developments that have been waiting on the sidelines for just such a situation, in which the technology they express is worth paying a premium over the market price for the next best. The more immediate way ahead points to aluminium alloy cylinder heads on SG blocks, with automated gravity or low-pressure diecasting of the heads. In a situation, in which the Americans have a lot of difficult problems to solve, for they seem chained to big engines to drive the air-conditioning and emission equipment.

Up to now it has mainly been the vehicle makers who have impelled developments forward among their suppliers, often specifying in detail their future needs. Increasing rationalisation within the supply industry has belatedly enabled more suppliers to accelerate work in the research and development departments, and it is these that customers are now seeking out. There is much to be learnt in the UK, perhaps relatively more than in Europe.

**Aluminium**  
Lightweight aluminium alloys are a case in point. The Midlands helped to pioneer the engineering uses of aluminium, and although it may have lost its leadership in some respects, still knows instinctively how to fashion it to most needs. There has seldom been the justification for installing highly expensive, tricky, high-pressure die-cast lines — that is an area dominated by the U.S. motor industry, almost solely for components. Nor does it have the same experience as is to be found in France, Germany and Italy in the production of aluminium engines with iron liners for the pistons. That is not to say that it shows up in any inferior way the Rolls-Royce and Rover V-formation blocks, but output of aluminium engines in the UK is limited to low volume. It has instead generally plumped for lightweight spheroidal graphite (SG) iron, developed in collaboration with the British Cast Iron Research Association in the Midlands. This is, even on weight considerations, an alternative vehicles for further validation.

in which the Americans are showing interest, for carbon fibre, or composite shafts are designed for trucks, chassis members, seat frames, and can be made in one piece and a range of other vehicle parts including body panels, through which it plans to expand sales to the U.S. and other motor industries looking for high-strength, lightweight composite shafts, but GKN feels that while the price penalty for the alloy shafts is not prohibitive, it will be some years before the composite shafts can compete outside specialist situations. But the weight saving possibilities are certainly there. A Ford Cortina composite prop shaft weighs 5.2 kg compared with 9 kg for a conventional one.

These developments in light alloys have not gone unchallenged by steel. British Steel Corporation has developed the promising Hypress titanium

steel if it has to comply with materials or weight saving laws as strict as those in America, it is assembly reasons. In America now the race is on to develop lighter weight materials, with steel being far from being the only properties from the roof to the metal is far from being the only material. Plastics and man-made fibres are well on the way to absorbing energy, and the makers are under just as much pressure as anyone to design and make carcasses and frames which will give optimum rolling properties. In the component field the UK supplier industry, which has led Europe and the world in so many practical ways and has much to contribute, has only a limited period in which to respond to the new opportunities. Otherwise it may find itself in the reverse position of buying advanced technology from the U.S.

Peter Cartwright

## Merger

CONTINUED FROM PREVIOUS PAGE

North American sales organisations, such as brakes, to smaller dimensions. This will give them the opportunity to establish themselves in the U.S., but these groups, of course, are under the wing of ITT.

The Europeans undoubtedly have considerable opportunities in the U.S. in some significant product areas. They are experts in small diesel engines and lantion equipment: they know more about front-wheel drive technology, and particularly the universal joints which transfer power to the front wheels: they are more used to building many components in the last few years.

With a steadily growing OEM base and an aftermarket that has remained firmly in the hands of the vehicle manufacturers, the German components industry has not experienced the same pressures and opportunities to merge or diversify as in the UK. Some restructuring has taken place, but this owes much to the acquisition entry of the U.S. majors, a trend that looks as if it has been brought to an abrupt end by the present policies of the Federal Cartel Office. The German vehicle manufacturers are reputed to have a lower bought-in content than their UK counterparts, but volume growth has more than offset this disadvantage for the component makers, who in consequence have grown to include a number of substantial companies within their ranks. Remarkably few of these have any consumer recognition, and after Bosch, Continental and Varta, only the technically minded motorist is likely to recognise VDO or Boge. The substantial remainder are even less well known, probably due to a combination of a lack of aftermarket advertising and a belated entry into overseas manufacturing, only then in the wake of German vehicle assembly plants.

As in the UK, the large engineering groups have important motor component activities, with Mannesmann a leading producer of wheels through its Kronprinz subsidiary, plus exhaust tube and axle shells, Metallgesellschaft owning Karl Schmidt, a leading manufacturer of pistons and steering wheels, and GHH's Renk subsidiary, which is particularly strong in automatic transmissions for buses.

On engine components, piston manufacture is dominated by Mahle (£200m sales) and Karl Schmidt, both of whom have subsidiaries in other Continental countries. The original 40 per cent holding came into Associated Engineering in the UK. Ford Germany and Opel both have in-house capacity for pistons and an important supplier of large pistons for diesel engines is NURAL, the Alcan subsidiary. The leader on piston rings is Goetze (£60m sales), followed by Alfred Teves, and the majors on plain bearings are Glyco and Karl Schmidt. Rolling bearings are produced by FAG and SKF, the leaders on gaskets are Reinz and Elring, although, as in other countries, this sector has a long tail of small suppliers. Engine valves are dominated by TRW and Eaton and the principal radiator manufacturers are Fehr and KLR (Kulzerfabrik Langerer Reich).

**Automatic**  
Commercial vehicles have a number of companies specializing in their requirements, notably ZF (Zahnradfabrik Friedrichshafen) with total sales of £350m and a strong position in automatic gearboxes and truck transmissions. Not that far behind is Voith, with sales of £200m, although its production of vehicle transmissions is complemented by a large business in similar products for railway rolling stock. The U.S. majors are strongly represented in this area, with Eaton manufacturing truck axles and American Standard (who recently purchased Clayton Densmore in the U.K.) producing truck brakes at its WABCO-Standard subsidiary.

The total American presence is considerable. As well as the three already mentioned, ITT's Alfred Teves, the leading supplier of vehicle brakes, and SWF, which manufactures a big range of vehicle electrics, including wipers and lighting, Bendix owns Jurid, one of the two big brake lining producers. Champion has a spark plug subsidiary, Champion Zundkerzen and Globe Union manufacture

batteries, supplying Volks-

bikes, but on their expiry Lucas entered the market from factories in France and for a better 1978, few are Germany, and after fighting off, expected to achieve reasonable patent litigation initiated by profits. Probably the exception Teves, went on to take a significant share of the German market. Possibly encouraged by the largest producer, Joseph Lucas's success, Bendix established a plant in Germany about three years ago, but this was a success and it was subsequently closed, although it continues to supply Mercedes from its factory in France.

The German tyre industry has Phoenix, each accounting for not had a notable record for about 10 per cent. The giant of the German generating profits, with major losses by the main producer is Robert Bosch, regularly hitting the headlines with about 60 per cent of its BBA Group sales generated in major producers, Conti and Phoenix, have components. The company is been in this category, but controlled by a charitable foundation that would permit rationalisation to have imposed any non-competition have failed. Dunlop and Michelin, whose Pirelli have also produced dis-

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## EUROPEAN VEHICLE COMPONENTS III

مكتبة الأصل

## The U.S. influence

**THE INVESTMENT** of American bid for control of Turner Bosch, although Ford and oil crisis hit the automatic gear component companies in manufacturing in which General Motors (GM) have box on the head because of the extra fuel cost involved in running such systems. But it is now pulled through some of these problems, seen its main British rival, Automotive Products, retreat out of the field altogether, and only has one serious independent competitor, ZF of Germany. The competition in this field comes from the two American vehicle manufacturers, Ford and General Motors.

Some of the longer-established American groups in Europe have found a base on this side of the Atlantic because of their straightforward technical strength. Two classic cases of this kind of company are Champion, the spark plug manufacturer, and Timken, the taper roller-bearing group. Both

came over to Europe before the war, and both have established an entirely dominant group as independent suppliers in their particular areas of business.

Champion, for example, with plants in both Britain and Belgium, only has one significant U.S. component group, has cast independent competitor, to catch a distinct cold when the

oil crisis hit the automatic gear box on the head because of the extra fuel cost involved in running such systems. But it is now pulled through some of these problems, seen its main British rival, Automotive Products, retreat out of the field altogether, and only has one serious independent competitor, ZF of Germany. The competition in this field comes from the two American vehicle manufacturers, Ford and General Motors.

A number of other American companies, while not operating in quite such specialised areas of technology, have still managed to establish dominant positions in the European market. A very large proportion of the independent truck

braking industry, for example, is controlled by American Standard, which owns Westinghouse Air Brake (known as Webco) in Hanover, West Germany, and has just bought Clayton Dewandre in the UK. Some

analysts put its share of the European market at about 45 per cent. In addition, much of the residue is soaked up by an other American company, Bendix-Westinghouse, which is based in Britain with ownership split equally between Bendix, the large aerospace and electronics conglomerate (sales last year of \$3.3bn), and Westinghouse Brake and Signal, the specialist in brakes for railway rolling stock.

Bendix has become one of the most widely-spread forces among the American companies operating in Europe. Apart from the Bendix-Westinghouse business, turning over about £24m a year, it owns Jurid, the brake linings manufacturer in West Germany, which employs about 2,300 people, and Bendibor in Spain, which makes all the

brakes for the Spanish Ford Fiesta and employs about 4,500.

## Turnover

The centre of Bendix's operations, however, is DBA of France, formed from Dusellier, the telecommunications company which also has a sizeable involvement in motor components. In Europe its operations are centred on Teves, the group, with a turnover of about \$500m. a year, now appears to be breaking up, partly because largest company in this field Lucas, a partner in Dusellier, within the EEC. But ITT also wants more control, and partly because it appears to have been switched producer called

a poor profits performer Lucas SWF, a variety of companies in has bid for the rest of Dusellier, Italy, making brake linings, and Air Equipment is said to plastics, shock absorbers, tailights and servo systems; and in

IT has been no new acquisitions for the group since the oil crisis.

ITT has had its troubles Holland it has absorbed Koni, the specialist shock absorber years ago it was forced to withdraw. Although there have

been no new acquisitions for the group since the oil crisis.

ITT has embarked on a big expansion and export drive for all of these companies. Teves, for

example, is well established in South America, has moved into the UK with a plant in South Wales and a distribution agreement with Quinton Hazel, and has put down another factory in the U.S.

## Bendix

will keep on the brake business in France, which has a sound export order with Daimler-Benz, and make a bid to return to the electronics field in partnership with Renault, the French nationalised car group. Talks on a joint project between the two are now in progress.

Another producer area where American companies dominate is in valve production. The two

biggest companies here are TRW, a diversified group with European interests in valves, transmissions and axles, are also

embarking on a drive to spread their activities throughout the EEC. Rockwell, for instance, is moving into Italy and West Germany as well as the UK, and Dana, apart from the Turner bid, has invested in Switzerland and France, where it recently

bought Floquet Monopol, a major producer of piston rings and cylinder liners.

A similar process is being followed by Tenneco Walker, part of the big chemical group, which bought Harmo, one of the largest exhaust manufacturers in the UK, and has also acquired two small producers in Germany and France, as well as the Pit Stop replacement business.

These two groups are among the largest in the European components industry, TRW having sales reckoned to be over \$800m. in the region, and Eaton about \$200m. Both have pursued a policy of spreading their investment from strong bases in the UK, although Eaton has so far not ventured into Germany, where TRW is very strong, also

making steering gears and Repa seat belts.

Seat belts is another area where U.S. companies have a broad base, since Kanzel Magnet in the UK is also owned by an American group.

The other large and widely

spread American group is ITT, France, which is both broadly spread and highly concentrated in some specific areas. has

caused considerable alarm in the indigenous European industry. Some producers feel more integrated organisations.

That there should be efforts to manufacture many more of their parts in-house. It could

be argued that this has put

## MAJOR U.S. COMPONENT MANUFACTURERS IN EUROPE

Company	Products	Location
TRW	Valves	UK (TRW Valves); Gy (Teves-Thompson); France (Judy)
	Steering gears	UK (Cam); Gy (Ehrenreich); France (Gemmier); Italy (Fiat Italia); UK (Clifford)
	Steering wheels, fasteners, Seat belts	Gy (Repa)
	Brakes	Gy (Teves); UK (Teves); France (Gy SWF)
ITT	Electric switchgear	Italy (IAO)
	Gaskets/lights	Holland (Koni)
	Shock absorbers	France (DBA—jointly owned with Lucas); Spain (Bendibor)
	Brakes/electrical equipment	UK (jointly owned with Westinghouse Brake and Signal)
Bendix	Air brakes	Gy (Jurid); UK; France
Eaton	Brake linings	UK; Spain
	Truck transmissions	Spain; Italy
	Axles	UK
	Valves	France (Floquet Monopol); UK (Brown Brothers)
Dana	Transmissions	UK (Roberts Owen Rockwell)—jointly owned with Robert Owen; Rockwell Standard
Rockwell	Piston rings	Gy (Golde); Italy (Golde Italiana)
	Distribution	Portugal (Moligal)
	Axles and axle housings	UK; Belgium
Champion	Window regulators	UK; France; Gy
Timken	Automotive seating	Gy (Wehe); UK (Clayton Dewandre)
American Standard	Spark plugs	UK
Carborundum	Taper bearings	UK
Borg Warner	Air brakes	UK
Tenneco Walker	Friction materials	UK; Gy; France
	Diesel engine parts	UK; Gy; Belgium (Pit Stop)
	Automatic transmissions	UK
	Exhausts	UK; Gy; Belgium
Monroe	Distribution	UK
Trico	Shock absorbers	Belgium
ITW	Wipers	UK
Duyco	Fasteners	UK
Questor	Fan belts	Spain
	Shock absorbers	UK

particularly in world markets, parties in a strong competitive position. For example, in the commercial vehicle field, the North IVECO, for example, are big enough to manufacture a lot of extremely dominant position commercial vehicle components, counting alongside their component interests, truck manufacturing (Ford, Bedford, Chrysler, International Harvester), and United fairly dominant positions in some obvious areas where American companies have established diesel engines (Cummins, Perkins, Ford and Bedford). In this field, European manufacturers have developed much more integrated organisations. Some producers feel that there should be efforts to manufacture many more of their parts in-house. It could be argued that this has put

Terry Dodsworth

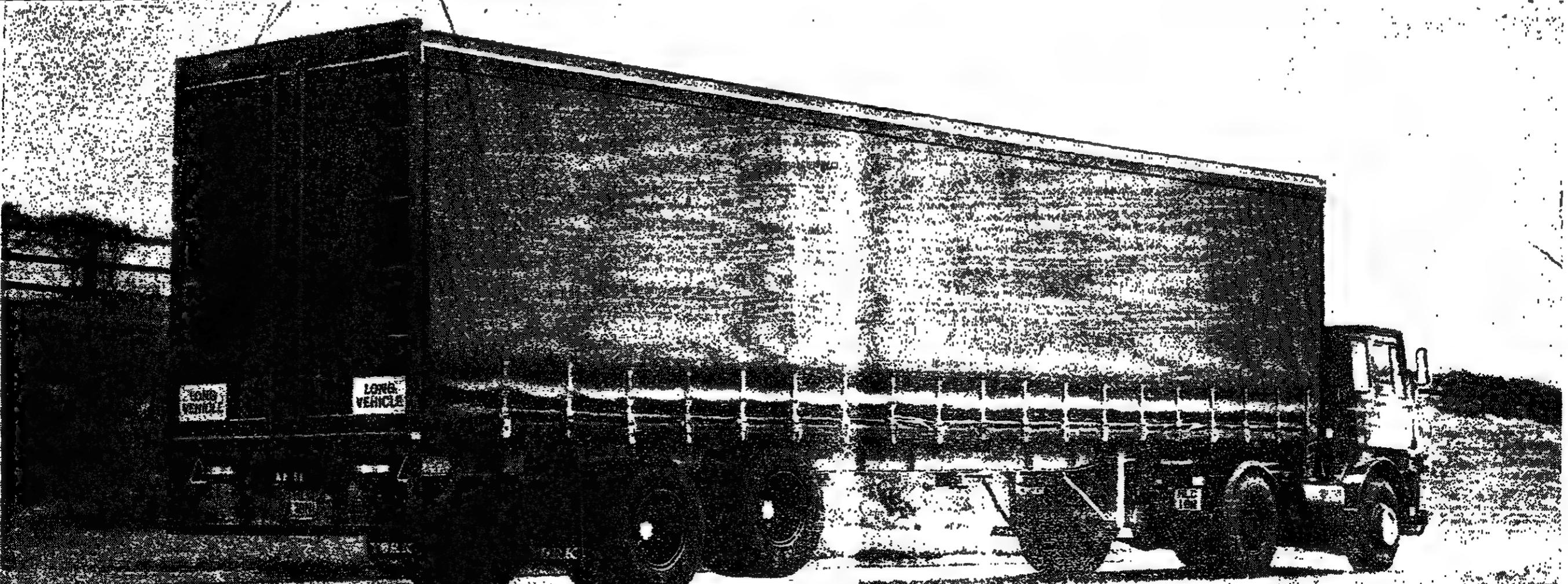
## Germany

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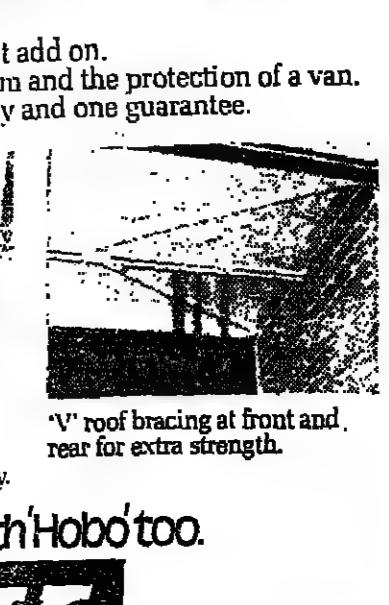
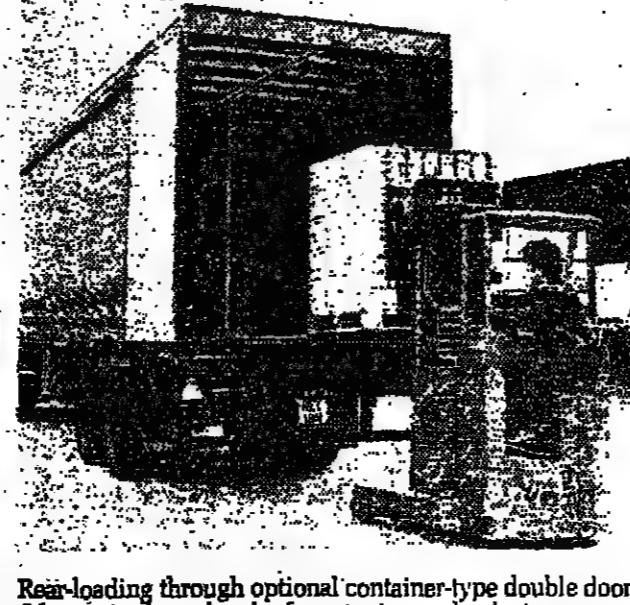
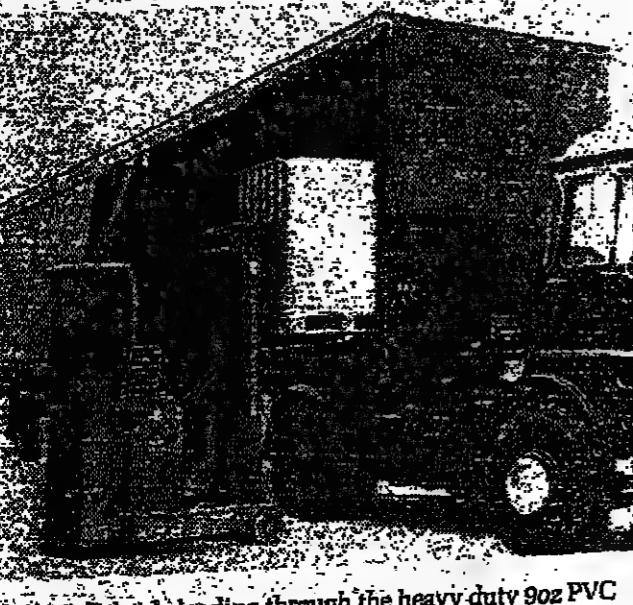
been exceptional in its sildersly larger than Lucas in aggressive posture towards overseas manufacturing operations in support of German assembly plants (Brazil, Far East) and in independent expansion, with for example the company's U.S. subsidiary generating sales of \$120m. Overseas investments have also been made, with the company paying \$63m. in 1977 for a 10 per cent stake in Borg Warner and purchasing a 51 per cent controlling interest for \$22m. in FEMSA, the leading manufacturer of auto electrics in Spain. They already hold 30 per cent of SEV-Marschal, an important French producer of auto electrics.

Bosch's position in its domestic market is very similar to that of Lucas, with a dominant position in the supply of ignition, generation and starting equipment, a strong position in vehicle lighting and again a dominant position on fuel injection systems. The relative sizes of its opposite numbers in other of their respective domestic countries, but pressures for market-mean that Bosch's changes are emerging.

Brian Toms



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## EUROPEAN VEHICLE COMPONENTS IV

## French manufacturers realign

A CRUCIAL struggle is taking place at the moment whose outcome will probably establish the broad structure of the French motor components industry at least into the 1980s.

At stake is the Ducellier company, which makes most of the range of car electrics. With a turnover of FF 800m and a workforce of 7,000 it ranks as one of the leading concerns in the electrical component sector in terms of both output and investment.

Ducellier is owned 51 per cent by the Bendix offshoot DBA which itself does some FF 1.35bn business in France (including Ducellier). The remainder is owned by the British Lucas group which itself, counting its stakes pro rata, has a turnover of some FF 1.2bn. The battle has been launched by Lucas' agreed bid for the remainder of the equity, a bid which by any normal standard should have been uncontroversial since Bendix and Lucas were bound by the terms of their partnership in Ducellier well as Paris Rhone and the

## Turnover

The SEV group with FF 2.2bn turnover is based on alternators, projectors, starters and small motors generally and employs some 15,500. A number of well-known names in the components business are part of the group. The Cibie holding company has 30 per cent of SEV itself while a cluster of Cibie companies

enter the leading French components group SEV. SEV is a subsidiary of a holding company owned by the big French group Ferodo as to 70 per cent and of the German

Bosch group as to 30 per cent. It went into the Ferodo group recently as a result of a series of moves sponsored by the French Government to create a strong French presence in the components field. In fact the financial plight of a number of concerns, including Paris Rhone and Marshal, had made some rescue imperative.

## Factors

One of the factors influencing the component industry is the tension—in this case not particularly creative—between the Government's ideas of how the sector should be organised and those of the motor manufacturers.

The Government, broadly speaking, is anxious to see the emergence of a powerful French group which can compete internationally—in other words, a French version of Lucas or Bosch. The motor manufacturers do not want to find themselves with a single supplier and if this were to come about would look overseas for a second supplier—the obvious candidate being the Bosch Spanish subsidiary.

The stakes are big on both sides. For SEV the acquisition would establish it without challenge as France's dominant electrical component manufacturer; in contrast acquisition by Lucas would make the British group much more of an all-round rival.

The rather fragmented nature

of the sector shows why the fate of Ducellier is so important. The French motor equipment industry registered sales last year of FF 31.7bn. It comprises no fewer than 380 companies with a total workforce of around 130,000. Of the sales, the breakdown last year was FF 11.6bn for original equipment, FF 5.1bn for spares and FF 5bn direct exports. The electrical equipment sector, on which this article concentrates, and which is the scene for the Ducellier battle, accounts for sales of around FF 4.15bn of which FF 1.9bn is for original equipment. FF 1.2bn spares and the remainder direct exports.

The customers are the three groups which dominate the French motor industry. On the one hand Renault and Peugeot as a rival candidate, and the Citroen each make some 1.5m cars a year while Chrysler/PSA by the Government. Lucas has Simca makes about a third as many. All three manufacturers

argued that it has made substantial investments in France

last year, which would put it

likely to top marginally last year's level, which would put it

in production of cars in France at

around the 3.5m mark. In addition,

Renault with its twin marques

Savem and Berliet is the

leading commercial vehicle

client.

The other main interest in the

sector at the moment is the ini-

tative being taken by Renault

to create a component supplier

to produce motor control equipment.

Renault is seeking a

partner willing to tie its invest-

ment specifically to Renault's

needs. The name most fre-

quently mentioned is that of

Bendix, whose main interests

are in the hydraulics sector.

Prospects for further regrouping

seem relatively remote, if

only because the most

vulnerable companies have

already found new homes and

the strong sales performance of

the motor industry is being

translated into healthy cash

flows for the components man-

ufacturers. For the moment it is

the Ducellier case which is the

main focus of interest.

David Curry

THE FRENCH ELECTRICAL COMPONENTS SECTOR				
Company	Parent company	Turnover 1976	Workforce	Main products
SEV	Ferodo/Bosch	2,200*	15,500	Projectors, alternators, starters, small motors
Lucas-France	Lucas Industries	1,191 (a)	7,500	Injection equipment, braking systems, diesel equipment (b)
Ducellier	Lucas/DBA	801	7,000	car electronics
DBA	Bendix	1,357* (c)	10,600	brakes and air equipment
Jaeger	VDO-Schindling	625	5,000	dashboards, microswitches, connectors
Precision Mechanique	Labinal	544 (d)	5,350	electrical and cable harness equipment
Selma		390	4,000	signalling equipment
Motorola		53	450	alternators
Bosch-France	Bosch	250	Products imported	alternators

\* 1977 figures: (a) participations pro rata. (b) aerospace electronics via Thomson-Lucas-Ducellier. (c) Frs.307m in motor industry. (d) Frs.307m in motor industry.



Rubery-Owen's axle housing plant at Darlaston, which is now part of Eaton Axles Ltd.

## MAJOR COMPONENT MANUFACTURERS IN FRANCE

Ferodo	France (Turner and Newall of UK has 10%)	Clutches (Verto trade name); aluminium radiators (Sofer); brake linings
SEV-Marchal/Paris-Rhone-Cible	France (70% Ferodo, 30% Bosch)	Vehicle electrics; lights
DBA	U.S./UK	Vehicle electrics; brakes
Axiers et Outilage (Peugeot has 70%)	France	Bumpers; chains; steering wheels
Lucas	UK	Diesel equipment (Roto-Diesel); Pistons
Associated Engineering	UK	Universal joints (Glenser-Spicer)
GKN	UK	Door latches; plastics
Willmot Breeden	UK	Clutch remanufacturing
Automotive Prods.	UK	Commercial vehicle gearboxes
Eaton	U.S.	Brakes (Teves)
ITT	U.S.	Piston rings (Floquet Monopol)
Dana	U.S.	Instruments
Jaeger	France (45% VDO of Germany)	Carburetors
Solex	France	Cylinder liners
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# The UK suppliers

"THERE ARE many small companies in the Midlands who are now being more totally dependent on one customer—British Leyland. It is difficult for them to make the for a long time—the crisis has leap and invest in the travel, time and people to develop sufficient overseas markets to insulate them from the risk of a collapse of the company. If there is a further decline in UK motor manufacturing you will see a great increase in the number of mergers and amalgamations."

This is how a senior executive in one of Britain's largest component groups sees the problems facing the UK motor industry. His comments come at a critical time for the smaller British component manufacturers. They have had three years of coping with the difficulties of British Leyland, a period in which they have been trimmed their workforces, according to a recent survey, by an average of 23 per cent, and probably taken out a fair amount of capacity. At the same time, they are now beginning to feel the full effects of the drive which car importers, followed by their own component manufacturers, are beginning to make into the UK market.

The latest figures show that component imports soared last year by almost 70 per cent, outstripping the growth in exports for the first time in many years. There were, it is true, some abnormal factors which inflated this figure, including the series of strikes in the industry last autumn, and the growing propensity of the big multinational car producers to import parts for assembly in Britain. But the trend is unmistakable: as more foreign cars establish themselves on British roads, more and more parts will come in from overseas to service them.

Many executives in the industry believe that these figures are illustrative of a shift in the total European industry which is now irreversible. True, they say, the rot can be stopped to some extent in Britain if the reforms of the new Leyland size to be competitive in world management bear fruit. Many markets. This strategy has been

## FINANCIAL TIMES

## MOTOR INDUSTRY SURVEYS 1978

The Financial Times will be publishing a number of Surveys relating to the motor industry, culminating with the Motor Industry Survey on October 17 which coincides with the International Motor Show at the NEC.

The full list of Surveys and publication dates are set out below.

## VANS AND LIGHT TRUCKS July 20

## COMMERCIAL VEHICLES September 25

## BATTERIES September 28

## THE MOTOR INDUSTRY October 17

Detailed synopses are available prior to the publication date and for further details on these and advertising rates please contact Richard Willis, Financial Times, Bracken House, 10 Cannon Street, London EC4P 4BY. Tel: 01-248 8000 Ext. 7063. Telex: 885033 FINTIM G.

FINANCIAL TIMES  
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## EUROPEAN VEHICLE COMPONENTS VI

# IS THE LACK OF BRAKE COMPONENTS STOPPING YOUR BUSINESS?



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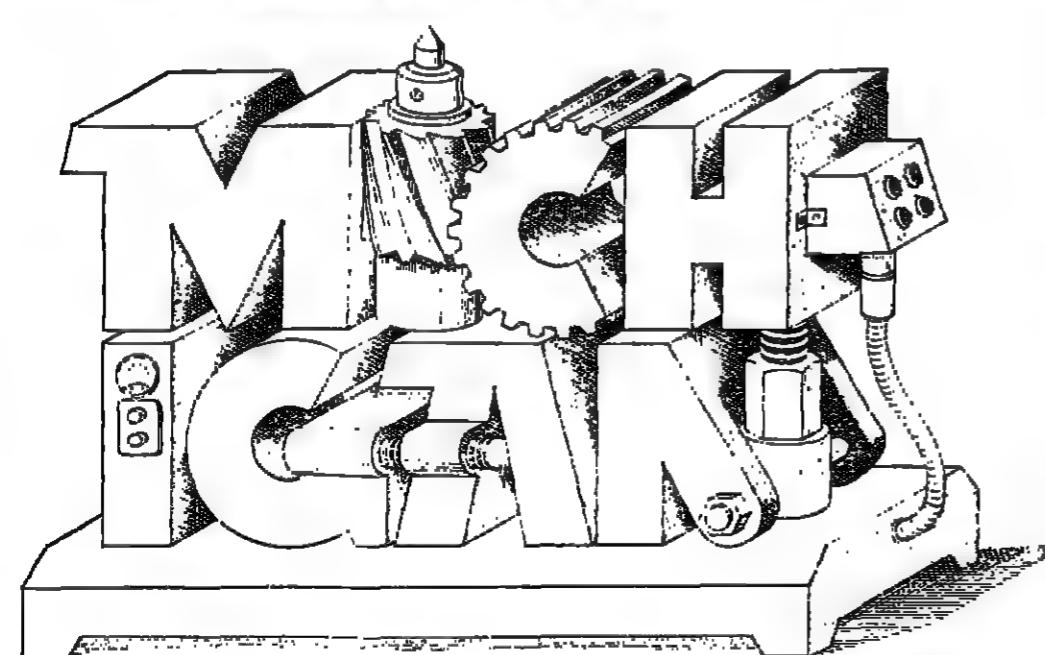
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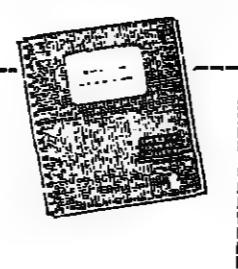
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On this and the following page, Terry Dodsworth and Peter Cartwright profile four of the men who run the major British vehicle component manufacturers and suppliers

## The men in charge



**John Panks**

LEFT TO his own devices John Panks might well have been a first-rate Formula 1 driver. But when his then boss, Bill (Lord) Rootes, heard that his dashing managing director for North America had qualified for Sebring, he cabled him to cancel his entry. Though relegated to a spectator role Panks maintained his keenness in racing and is a familiar figure on the circuits and occasionally at hill climbs.

Indeed his move in 1968 from the managing directorship of Rootes' worldwide export business to become sales and marketing director of Automotive Products (he has since become chief executive and deputy chairman), put him even more closely in touch with racing, for AP clutches, brakes and steering components ride on must entries and have helped to win laurels for the manufacturers.

"I like technology and I like to see people's creative thinking expressed in how to make the machine go faster and stop quicker—it is a great hobby and of course AP is heavily involved," he says.

Panks also indulges his hobby by driving fast Ferraris. He is now on his fifth, a V-8 308 capable of 150 mph which he likes to take when he can to

Germany, one of the few countries where really high-speed driving is possible. His interest in great racing marques also found expression in the ownership of four vintage Bentleys. "But I now do not get time to keep them as they deserve, and I had to part with them. My affection is transferred to the Ferrari, which I enjoy very much. It has great character, really unique."

This abiding interest in racing and in great marques is very much in keeping with his marketing philosophy and does much to explain the change that has brought AP from a rather staid performer to the foremost rows of the starting grid without, it may be said, being noisy aggressive. The export race is still being run and the celebratory champagne has still to be broached, though this may be done when the new American subsidiary starts accelerating.

When I met Panks he was just back from Italy, cementing a fresh and novel contract with Fiat to supply front disc brakes for its new medium truck range. AP has two component factories in Italy supplying Fiat cars and trucks, and Alfa Sud. In France a second factory was opened near Orleans to complement the clutch plant at Angers. This drive to develop overseas markets, which keeps Panks abroad for one day out of three has taken AP to a 80-90 per cent export/home sales ratio in three years.

"If we are to set our sights for a steady increase in business into the eighties and nineties we must go across the Channel and to other markets," he insists. "No other country has been subjected to the dramatic change in the ratio of home to foreign cars in the market as the UK. As a result of imports from Japan and elsewhere, as well as imports by European-based American vehicle producers, the UK vehicle market has levelled out. Our basic operations will remain here, but selective manufacturing will be carried out abroad. After all, in Europe we have become accepted as being as reliable a supplier as any of their home manufacturers."

Panks also indulges his hobby by driving fast Ferraris. He is now on his fifth, a V-8 308 capable of 150 mph which he likes to take when he can to

Nevertheless Panks does not see either local manufacture in Europe or selling into it continuing indefinitely. That is one of the reasons for going to America. Another is to become intimately involved with the development of a world car being brought about largely by the energy crisis.

He is also keenly sensitive to the opportunities in the aftermarket for spares and replacements, but is equally conscious that the unavoidable way in is through supplying original equipment either from this country or from overseas units, whichever the economics dictates.

Such a full schedule of overseas visits sometimes requires an effort of will. "But we cannot expect to rely on reports and feed-backs for crucial information," he explains, "and anyway I like meeting our overseas people face to face."

Shortly Panks will be flying to Japan, where AP has five licensees, "to make sure the latest technology is being used to best advantage."

P.C.

### John Collyear

ASSOCIATED ENGINEERING, one of the largest manufacturers of precision engine parts in the world, stands right in the centre of the revolution which is taking place in the components industry today. On the

one hand it is exposed to the enormous pressures which are being exerted to improve fuel efficiency.

On the other, it is having to respond to the equally strong drive towards diesel power plants. Meanwhile, like all British companies in the field, it is having to cope with the continuing saga of the troubles at British Leyland and lack of growth throughout the vehicle production industry.

The group's tactics have been to establish a spread of business which minimises the difficulties in any one sector and allows it to take advantage of an upturn in any other. Its basic interests in pistons, piston rings and bearings are directed towards both the petrol and diesel engine, while in the rest of Europe it has positioned itself with manufacturing bases in France, Germany and Italy.

"There is an opportunity in every problem," says Mr. John Collyear, managing director, commenting on the push overseas which has helped Associated Engineering cope with the slump at British Leyland.

In the technical field, AE's strategy is to concentrate on areas of high technology, says Collyear. The proportion of money spent on research and development in recent years has gone up to cope with the changes being sought for the new generation of engines.

"If you are designing an engine and want to know the pressures on the pistons we can do a computer analysis to show what the stresses are, better than anyone else. We think that these considerable resources within the group give us first class technology which we can exploit overseas."

AE's areas of specialisation are also obviously difficult for competitors to break into. For



start, bearings and rings, the two engine items which manufacturer, other than General Motors, makes for him and the manufacturing technology in a high volume, simple precision part like rings, now establishing a fine balance between costs and low unit price which demands a great deal of know-how and limits the possibilities for newcomers trying to break into the industry. Nevertheless, much of AE's investment effort in recent years has been directed at import plant efficiency and cost productivity to strengthen its competitive position.

The biggest proportion of investment has, however, been put into the diesel engine side. A new diesel engine piston ring factory is being built in the UK with the aim of sending substantial supplies to the U.S. Some of our European users such as Perkins and GEC are going into the U.S. and we have had good relations for a long time with companies like Cummins, International Harvester and Caterpillar, which has expansion plans," Mr. Collyear says.

This does not mean that AE is going overboard on the diesel. Collyear is much more down to earth on its prospects than many people in the motor industry today. He believes, for example, that the engine potential in the car field has been oversold in some quarters, although it has clearly not been exploited as much as it could be as yet. But, particularly in the U.S., there are big prospects for growth in diesel engine in specific areas such as off-highway vehicles, and AE's policy is to go for these selected market niches.

Up to now, AE has not invested in its own manufacturing facilities in the U.S., although it has a small stake in a company over there—because many of its products are light enough to export direct. But it is clearly watching the situation, and looking at volumes carefully. Collyear believes firmly that the world components industry will become much more concentrated in the years ahead, mainly because the vehicle manufacturers are themselves looking for a smaller number of suppliers on a worldwide scale.

Thus he argues in favour of the process of amalgamation which has created companies like AE in Britain during recent years.

T.D.

### Jeffrey Wilkinson

THE MANUFACTURE of electrical and electronic car parts is well on the way to being rationalised on a world scale, with Lucas and Bosch emerging in Europe to contend with the American giants such as Bendix and Motorola. A great deal of Lucas's activity in the past few years, therefore, has been overseas in a bid to become one of these leading world companies. It has gradually strengthened its grip in Europe, while moving into the developing world and, now, into the U.S.

Exports have risen sharply as well, but Mr. Jeffrey Wilkinson, the head of the electrical division, believes firmly that, in many markets, there is no alternative to direct investment. In Iran and the Philippines, for example, both countries where Lucas recently became involved, there is pressure to establish local companies; but, equally, these countries are happy to buy technology in the form of licences, because this is a cheaper process than developing parts for themselves. Similarly, Lucas has set up shop with a workers' co-operative, Zastava, in Yugoslavia.

At the same time, many customers want companies like Lucas to have a variety of manufacturing bases in the hope that this will give a greater security of supply during disputes—Lucas was able to make up some of its losses during the toolmakers dispute in the UK last year by importing from its overseas subsidiaries. "We are finding increasingly that you just cannot export direct from this country in many parts of the world," says Wilkinson. "You have to do it with a partner or with a licensee. And in many countries, including parts of the Continent, the UK will simply not be accepted as a single source."

Combined with the overseas investment strategy (some analysts claim that this has reduced Lucas's reliance on Leyland's business from 40 per cent to 12 per cent of its total), Lucas has also embarked on a sweeping redesign programme. Every product in the range has been redeveloped within the last three years to metric standards, with the objective of making the dimensions and the performance characteristics suitable for any European car. Alongside this redesign programme has gone a new "all-makes" project aimed at developing a range of products suitable for the replacement business on imported cars, such as the Japanese. Started three years ago, Wilkinson



expects this project to be worth £20m in sales by 1980.

The main objective of the future European investment policy will be to ensure more dual sourcing. Thus Lucas will clearly be trying to expand the ranges of products in its associate companies in France (Ducellier) and Italy (Carelio), while going for majority stakes and managerial control. The bid for the 51 per cent of Ducellier which it does not already own was part of this strategy, and although it has been foiled so far by French opposition, Lucas is likely to continue to pursue this objective, along with a similar policy at Carelio, which, at present, is mainly in the vehicle lighting business.

The consolidation of its European interests will also form an important element in Lucas's attack on the extremely important area of vehicle electronics, which is expected to develop enormously in the next ten years. Wilkinson believes that this revolution can only be tackled by close co-operation between the vehicle assemblers and the component suppliers, simply because of the amount of manpower and investment required.

"In Italy and France the manufacturer in the past has done the design and the component company tended to be a subcontractor. But we are now changing this, and when electronics come along I don't see vehicle manufacturers being able to allocate enough research and development to make it worth their while. Therefore they will look to suppliers like ourselves."

T.D.

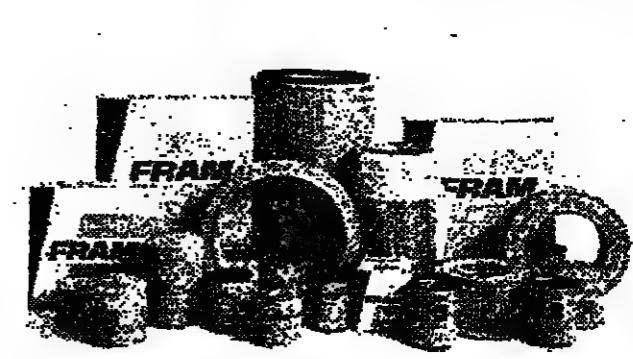
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مكتبة الأصل

# Growing after-market

COMPANIES WHICH have committed resources to developing their distribution and retailing of motor components will be encouraged by a recent report, commissioned by GKN Distributors, which showed that the do-it-yourself car repair market was valued at £522m last year.

This has confirmed the view of many companies in this market that it is a strong growth area and that motorists, faced with rising repair costs, are making increasing use of retail outlets for an increasing range of parts which they can fit them- selves.

The survey, commissioned by the trade journal Auto Accessory Retailer, said that 57 per cent of motorists purchased some parts or accessories for their cars last year. This compares with an estimated 35 per cent of car owners engaged in D.I.Y. activity in 1971 and 75 per cent in 1976.

It is also estimated that growth in the "after-market" over the next few years will be higher than the anticipated rise in the number of cars on the roads, which should be between 2 and 3 per cent over the next decade.

The main reasons for this expansion, the report says, lie in the cost of motoring, which has risen by 267 per cent in the volume past five years. This has resulted in consumer resistance to garage charges and a tendency of motorists to retain their cars as long as possible rather than pay sharply higher prices for new cars.

Last year these motorists spent £289m on parts, accounting for 55 per cent of the total D.I.Y. after-market. Some 82 per cent of all motorists bought electrical parts, while 43 per cent purchased at least one brake and suspension part. A further £78m was spent on maintenance and repair equipment and £131m on accessories, with car care equipment accounting for the rest of the market.

For some time the major component and vehicle companies have been aware of the market to reach £7m this year.

## Gordon Griffiths

Mr. G.

GKN's COMMERCIAL strategy in recent years has been marked by a move towards vehicle components with a high technical content. This policy led to the proposed acquisition of the Harry Spicer Universal Joint concern and the failure of the factors underlying the unsuccessful bid for the Sach's Group of West Germany, whose main products are clutch plates and shock absorbers.

These are more sophisticated products than the forgings and pressings which have provided GKN's main line of business in the past. They also tend to need replacing more often than changing the life of a car, and would thus have provided more after-market business for the company.

At the same time, GKN has begun to move more aggressively into world markets. The company was rather slower to do this than some other groups in the UK components industry, but there is no doubt that it now intends to establish a very large proportion of its business overseas. The ban imposed by the German Supreme Court on its bid for the Sach's Group is, of course, a considerable cloud over these ambitions. But in the last 12 months it has taken the decision to compensate partly for this by establishing a manufacturing base in the U.S., while it is also in the thick of negotiations to establish a universal joint plant in East Germany.

The vital shift of direction for GKN came about ten years ago. "Up until 1969 to 1970 we were only putting down microscopic projections of our business into continents," says Mr. Gordon Griffiths, the director responsible for motor components.

"There was a marked reluctance to take any sort of risk overseas. People were not foraying. But then we figured that there would be more and more of an incursion from over seas. British models were getting older, costs getting higher, and some people were not making as much money as they should have been."

GKN's objective overseas is to establish subsidiaries in most major vehicle manufacturing zones. Like most executives in the components industry, he holds the view that it is best to be reasonably close geographically, to the car and truck producers in order to be able to influence their buying decisions. He talks of establishing an "interface" with every major producer in an attempt to latch onto specific areas of market coverage, for example, a connection with the German producers of Fiat would automatically bring an entry into their export markets in South America. This brings with it opportunities in the replacement factor.

Despite the emphasis on

trend and have diversified to take advantage of it at a time of stagnation in the car and other vehicle markets. The motor year, of which 12 to 15 per cent will be so called Unipart Centres, and more emphasis is to be placed on self service.

It is also being made to

introduce more franchising organisations such as Unipart (British Leyland), Motorcraft (Ford), Mopar (Chrysler) and A.C. Delco (General Motors).

At the same time the whole

structure of the components industry has changed in recent years, with a large number of component manufacturers estab-

lishing their own distribution

organisations to give themselves

more outlets and access to the

higher margins which they did

not achieve before.

## Independent

GKN is one of the newest companies to enter this highly competitive area and has committed considerable funds to do so, either through acquisition or development, but faces a hard task.

It is faced with the already well-established companies which dominate the component suppliers and an attempt to set up an independent distribution arm with little bias towards its own products would create the problem of competing in distribution against suppliers.

The success of Unipart is clearly based on its ability to adapt to changing market conditions, exemplified by its recent additions of new products such as oil, which was introduced recently with some success. This was prompted by the fact that an increasing number of motorists now change their own oil.

Another growth area which Unipart has exploited is the sale of fast-moving replacement parts or service items, such as filters, wiper blades and the like, for the increasing number of foreign cars being sold. Sales by Unipart in this sector alone are expected to reach £7m this year.

The company now expects to high margins. GKN's approach to the companies have become more like shops, with customers from manufacturers, which continue to see the components sector as a high-turnover market where good margins can be achieved.

The natural extension of this

is the appearance of retail shops catering wholly for the DIY customer, and one company, Armstrong Equipment, are national distribution systems has established a chain of which can offer 24 hours' service these outlets with some success.

Similarly, concentration on the foreign car market is partly justified by the fact that there has been a sharp rise in the number of imported cars bought by individuals rather than companies, and the market for all parts for these cars is estimated to amount to £350m this year.

The vast majority of parts are manufactured in Britain to specifications which are said to be equal to or higher than those of the original equipment (OE). If they could be achieved.

But pricing of these products is crucial in a competitive market place and Unipart has times become far more concentrated, through an aggressive marketing policy, on achieving high volume rather than of main street factoring distri-

bution centres run by the big

like shops, with customers from

importers as trade buyers,

which is still developing to

United States. Success there

has been achieved almost

uniformly, has clearly

been important in its success.

Efforts are also being made to

improve distribution to levels

not seen in the UK.

Mr. Basil Woods, GKN's plan-

ning director, pointed out

recently that in the U.S. there

are national distribution systems

which can offer 24 hours' service

throughout the country. This

is the correct location of these

shops is crucial to their success.

The range of parts which is

in demand from the retail

customer has also changed

considerably in past years,

continually extending from the

simple items to parts which

traditionally have been fitted

by garages. As car manufac-

turers continue to simplify

replacement of parts this trend

is likely to go even further.

Similarly, the more inter-

national the motor industry

becomes, the more complex the

whole distribution system be-

comes for components, but at

the same time the British parts

distribution system has become

far less fragmented. The major

area of competition in Britain

of the difficult times motor

manufacturers have been ex-

periencing and the economic

problems the country is experi-

encing, but in terms of service

to the customer it has been a

welcome development.

The competition which al-

ready exists is largely a result

of

builder.

This high pressure die casting for the Rover.

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Which is why we'll continue to play an ever-increasing part in the European vehicle industry.



Manufacturers of Lockheed brakes, Borg & Beck clutches, Lockheed steering and suspension, AP silencers, AP filters, and AP automatic transmissions.

## EUROPEAN VEHICLE COMPONENTS VIII

## Days of do-it-yourself

"WE ARE in the supply of Some smaller owner-run garages as owner drivers tried to economise or franchise holders, but keen eye to business could not cancel business, whether you call it the after-market, selling to major factors, the High Street business, cash and carry, Do-It-Yourself or whatever." This was from the marketing executive of one of the UK's largest replacement part makers and distributors and is probably as accurate an approximation of a market without defined boundaries as one can expect.

It is fashionable these days to dress up mutton as lamb by inventing old customs with "in" descriptions and by producing statistics to throw in people's eyes, accompanied by the appropriate technical jargon. "We have 42 per cent of the market for double-acting water hoses made by UK after-market suppliers" may turn out to be only about 15 per cent of the total market after counting in the same products made by car manufacturers, other sources and imports.

## Dependent

In fact some things have not changed all that much from the earliest days, even though the range of accessories and spares has widened enormously with the increasing engineering and electrical sophistication of cars. Success is still dependent on the ability to supply the required article on the instant and of a quality to ensure consistency of business. That is still the touchstone for those handling replacement parts and accessories, however and to whoever distributed. And, it may be added, to whatever market, home or overseas.

Success is also influenced by the ability not only to spot how the total market is moving, but the way in which its various elements are changing in response to economic circumstances and high pressure advertising.

One of the more recent phenomena has been the growth in DIY equipment and facilities. Faced with repair labour charges of around £5 an hour, more and more motorists are trying to maintain their cars themselves, or with the help of friends, or sensitive parts like steering joints, it could get out of hand

also offer facilities, like lifts to use on rising spares and repair it was a Canute-like gesture against the swelling tide of entrepreneurial independent spares makers, the Quinton Hazells of this world. The trend to non-franchised operations grew strongly during the sixties in response to the needs of VW Beetle owners, and there are now a substantial number of VW "specialists" mainly buying their replacement parts from an import source or UK supplier.

There is no doubt that with the dramatic increase in fuel and other motoring costs, inflation and wage restraints, the DIY sector of the market has been growing vigorously. Because of the fast moving and fast changing nature of the after-market business it is a sector that is being studied with keen interest to try to determine the potential and future trends.

Arguments as to how it will develop tend to go in rather opposite directions. There are those who believe that DIY is set to grow pretty steadily, and that the temptation for smaller garage and similar concerns to latch on to the business, even by providing suitably equipped mobile workshops for hire—after the fashion of the increasingly popular van hire business—will be too difficult to refuse. Success depends on quick decisions to snatch every prospect of extra turnover.

Others point to the number of serious crossover and other motorway accidents in which poorly maintained cars and other vehicles are involved. Britain lags behind other European countries, particularly Sweden, in safety standards, and this is not a situation that can be allowed to continue indefinitely, runs the argument. Ministry of Transport tests are becoming stricter, partly because 80 per cent defective parts that are still operational can be passed by the less scrupulous, and partly to see that as far as possible the 1.5m or so cars on the road are safe.

This tightening-up has recently been taken a step further by the plan to reduce the number of premises licensed for MOT testing. That would certainly enable closer control of the remainder.

Any movement towards stricter testing seems bound to limit the scope of DIY, though it may not diminish its growth. Car manufacturers tried desperately hard to channel business only through recog-

nised or franchise holders, but keen eye to business could not last in the face of the gathering momentum of foreign cars into the market. VW Beatles were followed by Renaults, Fiat, Peugeots, Volvos, Saabs, Alfa Romeo and Japanese makes. Not these days can the imports from their European plants by Ford, Chrysler and General Motors (Vauxhall and Opel) be overlooked. The 40 per cent of the UK market that imports have been taking will increasingly be coming on to the after market for replacement parts and accessories.

Such suppliers attract disreputable epithets, like pirates. At least that was so until rather belatedly suppliers of original equipment to the vehicle factories, and then the vehicle makers themselves, got in on the act. Now many of the "pirates" either supply original equipment to the car producers or to highly regarded chains of shops, and have become further respectable—and respected—by taking their expertise and their products into Europe and further afield.

The stiff upper lip with which the traditionalists tried Vehicle Parts, "In the past the start entrepreneurs with a been forced to obtain his parts

from a main agent, often travel. 1. Breakerless Transistorised tions are being designed long distances and receiving low discounts for his current which causes ignition skidding by stopping wheel efforts," says Geoffrey Butchers, director and general manager of IVP. "In the fast developing new situation, he than mechanical breaker points can now order by telephone which operates both as a trigger device and a current allowed to lock. This will be identical to original equipment switch. The advantage of this is that it eliminates the mechanical wear of the

5. Transmission: A new breaker points, produces better long-term advance will be a consistency of ignition timing, trouble-free, and is reckoned to give higher voltages, which is important in a period when the engine functions, specialist cars that may not have the same spares locking as the popular saloons. It is at any rate a fairly common way into the market.

There are various estimates of the value of the UK market, but a guess of £200m annually is not too far out. It is not easy to pin down significant changes in a constantly changing market, but a trend that seems likely to develop quite strongly is towards specialisation. The days of

retailers offering everything to the vehicle to give optimum fuel-mix, engine speed and ratio. But these central computer systems for cars depend crucially on the development of microprocessing technology to provide adequate storage facilities.

## Speed

There are also other critical fields, such as the control systems, in which electronics are already proving its worth in cars. Clearly, therefore, the application of technology will be one of the central fields of development in the next decade, and clearly major companies are joining forces. In Europe, Bosch Lucas are in the pole position, while in the U.S., both Bendix and Motorolla have made significant steps forward. At the same time, General Motors and Chrysler have also entered the race and are now using the designed in their own component subsidiaries.

The major problem facing these companies in the years ahead is the high cost development in this field. For this reason, it is being suggested that, in Europe, component manufacturers might together with vehicle companies on joint projects to share the cost and the necessary manpower. Significantly, in this context, Bendix recently announced that it might enter into such an agreement with Renault, the French vehicle producer, and Renault has admitted that it is talking to a U.S. group along with Bosch and Lucas. If such a deal is arranged, other vehicle manufacturers can be expected to follow.

## Efforts

THE WORLD motor industry techniques. These will be also converted most of its cars stands today on the verge of revolution to optimise the use of electronic ignition systems. The problems with all these developments, however, is cost. To a large degree, the technology already exists in embryo form. Electronics are already widely used in the aerospace industry where lightweight components which work to a high degree of accuracy are at a premium. But the systems now have gone a long way down the road towards achieving these objectives. In America the new and Cadillac Seville is running around today with a complex attempt to introduce more space into the smaller vehicles which are now being designed. But which warns the motorist that he is using too much fuel every time he steps on the accelerator pedal. Chrysler has activity are as follows:

Professional craftsmen don't forget their skills when they get home. And Bosch power tools can help them get the most out of their skills. Here's one reason why—Bosch "All-insulation".

Before 1929, safe insulation of electric tools was hardly known. Then Bosch improved the situation, by introducing the first double insulated hand held power tool—an electric hair clipper with a Bakelite housing.

Nowadays, the entire range of Bosch drills and hammer drills for the home handyman has housings made entirely of insulating material for "All-insulation"—and this distinguishes Bosch from others.

"All-insulation" gives protection above the present safety standards. Even if you accidentally drill into a hidden live wire in the wall you receive no shock at all. That's when "All-insulation" offers additional safety.

Bosch have housings made entirely from polyamide reinforced with glass-fibre. It's as tough as metal. But because of its low heat conduction you are well protected from the operating heat that the motor and gears generate. Even after long periods of use.

"All-insulation" was just one of many Bosch innovations in power tool manufacture and development.

Bosch introduced the first rotary hammers suitable for mass production. Together with Bosch jigsaws, the Bosch rotary hammer became a symbol of quality.

More professionals in Europe prefer Bosch power tools. Today, Bosch power tools are at work in every branch of industry. For example, most car manufacturers throughout Europe rely on them.

This professional experience and quality goes into every Bosch power tool. And if Bosch power tools are

good enough for the professionals, they're good enough for the home handyman and do-it-yourself enthusiast, too.

## There's more to Bosch than you think

Your car engine almost certainly has some Bosch parts; and it may well be tested by Bosch equipment at its next service.

Many of the goods people buy in their supermarkets have been packed with machines produced by Bosch. These provisions may be stored in a Bosch refrigerator or freezer in a Bosch kitchen.

Television viewers will have seen the Olympic Games through Bosch eyes, as many of the sporting events were televised by Bosch Fernseh cameras. News and entertainment in cars can be received with Blaupunkt auto sound systems.

Bathrooms and kitchens are equipped with Bosch fittings and built-in units. Bosch design and supply installations for assembly lines and production plants. Machine tools use Bosch numerical controls. Deep-cooled blood stored in many European hospital blood-banks is restored to body temperature with Bosch medical equipment.

Bosch employs 5,700 people in research and development alone. Bosch have at present 10,000 patents throughout the world, with 15,000 pending.

Bosch UK:  
Robert Bosch Limited, Watford, Hertfordshire

**BOSCH**



PHOTOGRAPH BY GUY LAWRENCE

# Busting the 'catalytic cracker syndrome'

OVER THE last two years there regional grants, so that they are been a radical shift in Conservative thinking on regional policy. When the Tories produced their policy document, *The Right Approach*, in October 1976, even the most careful of readers had to delve for any mention of regional affairs. Towards the bottom of page 32 part of a sentence stated that the powers of the Scottish and Welsh Development Agencies to buy into profitable companies would be removed. Otherwise, the far-flung parts of Britain might not have existed.

By the time *The Right Approach*, the policy document bearing the imprint of Sir Keith Joseph, Sir Geoffrey Howe, Mr. James Prior, Mr. Angus Maude and Mr. David Howell, appeared a year later the party was more loquacious. Two whole pages were given to regional policy, the core of which indicated a significant change of emphasis from Labour's approach.

The Tories conceded that there were still serious economic differences between various parts of the country but argued that the cost of assisting those areas where dereliction or unemployment was high was often borne by successful concerns whose growth may well have been curtailed as a result.

They argued that pumping huge amounts of money into capital-intensive, labour-saving plants did not help to ease unemployment in either a local economy or the national economy and so there would have to be control over total local expenditure in order to get better value for money spent.

The intention, in the words of the pamphlet, was to introduce "changes in the structure of Merseyside.

## Higher figure

There is some sympathy for this proposal within the Government. It has already raised the threshold for IDCs from 12,500 square feet to 15,000 square feet and while the Tories would probably call this nibbling at the edges it is at least a step in the direction they want to go. They would certainly put the figure much higher, probably somewhere between 30,000 to 40,000 square feet and if they come to power it is unlikely that Labour would spend much time opposing such a move.

That the Conservatives felt able to devote two pages in their document to a discussion of regional policy reflects a considerable shift in their thinking. Two years ago, when hard-line positions were being taken, regional policy was a non-runner. Instituting a fuller market economy was considered to be a better policy than tinkering with projects.

Since then it has come to be accepted that the Tory Party has to have a view on what ought to be done in North Devon or the Clapmills, on Tyneside or

One man, Teddy Taylor MP, was conceded that "of course permits it is likely to resist instance, support grants for the previous 12 months. Since the Shadow spokesman for we recognise too that there will probably be some exceptional cases more than any other to change where help may be justified in party attitudes. He has argued the national interest." An strongly, not to say vociferously, embarrassed party did not behind closed doors that the actually say in so many words that such help would be given regional grants for the previous 12 months. Since the Shadow spokesman for we recognise too that there will probably be some exceptional cases more than any other to change where help may be justified in party attitudes. He has argued the national interest." An

industry Act was passed in 1972 concept of regional development built by Texaco and Gulf at Milford Haven. But they would consider support projects such as Ford's 250m engine plant at Bridgend.

The Tory approach is that in South Wales because this will off altogether. Some cost

take this exercise before an election, because it is seen as more a matter of administration than principle. Taking no action would also keep all the lobbyists away from the Shadow Cabinet as any local authority which knew it was to lose its development area status would immediately be up in arms. But it is a possible move for any Conservative minister to make.

Attitudes towards both the Scottish and Welsh development agencies have softened recently and while it is still intended to discourage them from taking equity shares in companies their other roles, especially in the creation of advance factories, are accepted. There is, however, no chance of other areas of Britain, such as the north of England, getting their own agencies despite the urging of this course by some sympathetic backbench Tory MPs.

The other big field likely to feature in Tory regional policy is the European Economic Community. The Tories believe Britain should act as "good Europeans" and that the present Government is merely using the Regional Fund to get money back from Brussels.

These are all quite substantial changes from present policy, which is somewhat surprising, because regional policy has hardly proved a subject of inter-party controversy in the past. The Government has on the whole accepted the 1972 Industry Act and the Tories have taken on board previous Labour schemes. But the Conservatives believe their changes will be accepted by industry as necessary moves and as part of their strategy to bring down the overall rate of taxation through a reduction in public spending.

## REGIONAL DEVELOPMENT GRANTS

CUMULATIVE TOTAL: FROM 1972 INDUSTRY ACT TO MARCH, 1977

Plant and machinery	Building and works					Total plant and machinery building and works			
	Special development areas	Development areas	Total plant and machinery	Special development areas	Intermediate areas				
Great Britain	328,767	453,876	782,643	83,481	83,702	104,919	5,878	277,920	1,060,623
North	113,593	185,970	299,643	28,061	29,250	—	—	57,311	355,974
Yorkshire and Humberside	—	1,446	1,446	—	874	54,678	55,552	54,998	7,307
East Midlands	—	—	—	—	—	3,432	3,875	4,142	17,222
South West	—	13,080	13,080	—	2,329	1,813	2,003	2,321	2,321
West Midlands	—	—	—	—	—	318	—	53,121	159,760
North West	55,513	51,126	106,639	11,628	6,123	35,370	—	179,754	599,582
England	169,706	250,722	419,828	39,689	38,576	95,611	5,878	32,663	157,844
Wales	42,161	83,020	125,181	8,002	16,016	8,645	—	—	—
Scotland	117,500	129,134	237,634	35,790	29,110	663	—	85,563	303,197

Source: Central Statistical Office, Regional Statistics, December 1977

## Letters to the Editor

### Monitoring public money

From the Comptroller and Auditor General

Sir.—The article "Whitelaw v. MPs in the fight over monitoring public money" by David Fife in your issue of today (June 5) makes only one incidental reference to my own substantial observations on the Expenditure Committee's report on "The Civil Service" last Session. In those comments I sought among other things to explain the wide scope of the value-for-money audit in which the Exchequer and Audit Department was one of the earliest pioneers, and the issues involved in extending our responsibilities further in the general areas of efficiency and effectiveness auditing. I pointed out that the Committee's impression that E & AD devote most of its resources nowadays to financial audit is incorrect and that a large part of the Department's resources is devoted to value-for-money audit.

May I suggest that before commenting further, David Fife should read a representative example of how E & AD's operational reports on the work of departments and other public bodies are carried out. The last 25 years I am sure that there are important issues for discussion about the future balance and scope of the Department's work, but I hope the discussion will be based on a sound understanding of what has been done so far.

(Sir) Douglas Henley  
Exchequer and Audit Department  
Audit House  
Victoria Embankment, EC4

### And who should choose them

From the General Secretary, Civil Service Union

Sir.—In your report on the response of my union to the Government's proposals on a post-salary union agreement (June 3) a printer's mate said: "I am happy to say that it is possible to make a slight reduction . . . and happily, this year our burden is a lighter one . . . But the rate in the pound requirements were, and are as follows:

1977/78 1978/79

Borough Council pre-existing, Thames Water Authority re-

45.20 45.20

Thames Water pre-existing, Thames Water Authority

plus mandating charges

45.30 45.30

1978/79 1979/80

Borough Council pre-existing, Thames Water Authority re-

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I sent my cheque payable to Mr. Freeman on the understanding that he accept it on the basis of the accuracy of his statements. But he sent it back, saying the cheque should not be addressed to an individual member of the Council.

Thames Water sent me a pamphlet saying their bill covered, amongst other things, drainage. When I pointed out that the Borough rate also claimed an amount under this heading, they replied by letter that the new charges and billing arrangements "do not apply to land drainage."

Does Mr. Wolsey like me, suspect that in the corridors of power they refer to us as "suckers?"

Richard Hutton  
22, Scarsdale Villas, W.8.

Charges for sewerage

From the Director of Finance, Thomas Water

Sir.—Mr. R. W. Thirkell in his letter to you (May 27) raised the question as to whether a statement was not "a disgraceful example of deceit of the public."

The statement that "charges would have expected him to be rather better informed" is the subject that would appear from his letter. He states that the weakness of the Government's "to your local council" is true.

Proposed reforms to the way in which employee directors will be appointed, so much at odds with this, is what he describes as "the White Paper" an "untrustful" public statement.

Clearly, states that "employees" are of course subject to the Price Code and "before any" increases in method of electing the White Paper admits to a "certain dilemma" with a considerable divergence of view on this issue and makes no recommendation.

Indeed, the Government states that it believes further consideration and discussion will be needed on this issue before any decision is taken.

I also believe that his dismissal of "experiment" in industrial democracy in the public sector is ill-founded. He regards these as a "bollow sham" because in most cases the "representatives" are "union hacks". The most substantial experiment with worker directors in the public sector has taken place in British Steel and Mr. Cassidy will find that the problem encountered in British Steel has not been the workers' directors have been "union hacks" but that on the contrary, they have been considered by the unions to be too

independent.

Financial Times Tuesday June 6 1978

Cost of the water supply

From Mr. R. Hutton

Sir.—Your correspondent, Mr. Wolsey (June 2), raises an important point when he says

wealth held in shares has fallen charge . . . did not tie up with the council's statement that less would be payable now.

The "Dear Raterpayer" letter which I received from Mr. Nicholas Freeman, the Leader of the Council of the Royal Borough of Kensington and Chelsea together with my rate demand said: "I am happy to say that it is possible to make a slight reduction . . . and happily, this year our burden is a lighter one . . . But the rate in the pound requirements were, and are as follows:

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Workers on the Board

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independent.

Financial Times Tuesday June 6 1978

Distribution of wealth

From Mr. Richard Elliott

Sir.—The article in today's Financial Times (June 4) by Anthony Harris ends with the extraordinary allegation that 14 years of socialism has done nothing to alter the distribution of wealth. Not even Lord

Diamond's commission (not exactly a Tory present) has been able to substantiate this popular myth. In the past 10

years the proportion of private

wealth held in shares has fallen

from 45.20% to 45.30%.

Thus by changing jobs for a higher salary one third of the pension is lost. If inflation is greater, more is lost.

C. M. Jackson

Mediors, Oak Ruff Road, Sevenoaks, Kent.

Financial Times Tuesday June 6 1978

Cost of the water supply

From Mr. R. Hutton

Sir.—Your correspondent, Mr. Wolsey (June 2), raises an important point when he says

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## COMPANY NEWS + COMMENT

## Second half fall leaves Metal Box at £56m

MAINLY REFLECTING a downturn in the U.K. second half profits of Metal Box fell from £34.3m to £30.35m leaving the figure for the full year ended March 31, 1978 down by 4 per cent to £55.78m.

In November the directors reported full-year profits ahead at £25.23m against £23.79m but said that they saw no immediate improvement and that the full year's result was not expected to match the figure for 1976/77.

Sir Alex Page, the chairman, says that the past year was a difficult one, not only because of the bad weather condition for canned food and beverage cans, but also because of certain industrial unrest. These difficulties, he adds, resulted in lower profits for the period.

Prospects for the economy do not appear to favour any substantial increase in sales for the current year, but Sir Alex feels there are opportunities for increasing efficiency and profits as the group can overcome the industrial relations problems. These problems, and the group's several million of pounds in lost profits last year.

There are signs that these problems are being overcome, but until incentives can be given for greater effort, skill and responsibility, which is difficult under the policy, problems are bound to arise.

Earnings per £1 share are stated at 64.9p (61p) and the dividend for the year is stepped up to 18.62p (18.42p), the maximum permitted, with a final of 8.2662p net. The directors intend to pay an additional dividend if ACT is reduced.

During the year, the group's shareholding in the metal con-

## IGHLIGHTS

As forecast at the half-way stage Metal Box failed to reach last year's pre-tax profits but the shortfall was less than the market had anticipated. Lex also takes a look at the implications on UK companies' results following the American B's change of policy on stock valuation. Also covered is the Albright & Wilson rejection of the bid approach from Tenneco and the Edinburgh issue of £25m 5-year Variable rate stock. Elsewhere, Martin the Newsagent like NSS lost about £50,000 during the newspaper wholesalers' dispute while William Reed looks poised for real growth in the second half once the recent acquisitions make their mark.

tainer company, Metal Box, failed to continue its growth in Nigeria was reduced from 60 per cent to 40 per cent and the licensing of each company is shown in the accounts as an associate. Excluding the turnover of this company, the increase in sales overseas was 12 per cent.

The continued use of currently licensed technology has been dealt with by each party granting to the other, subject to prior commitment, a world-wide licence on a non-exclusive basis.

The principles of ED 19 have been applied in arriving at the UK tax charge for the year, which accordingly has been reduced significantly from £18.26m to £12.5m.

Deferred tax in the balance-sheet has been reduced by £20.9m and has been transferred to reserves.

Interest on borrowings and loan stocks amounted to £1.3m during the year. Expenses on fixed assets at home and overseas was £44.6m, which included £4.2m arising on acquisitions.

On sales of £252.3m against £240.6m pre-tax profits of Metal Box Overseas rose from £19.64m to £20.92m for the year, subject to tax £16.58m (£8.68m), minorities share £1.21m (£3.99m), and after £1.71m (£4.01m credit). The attributable amount emerged at £5.1m compared with £10.98m and the dividend is increased from 15p to 16p.

The chairman says that the technology of can making is undergoing significant change and the group has made a substantial investment in two-piece manufacture, which has not yet earned any return.

The glass company in Nigeria is well established and is making good profits he adds.

As part of its diversification plans the group is on the lookout for a possible major takeover deal. The next move is likely to be outside of heating and packaging, and the sort of figures that directors are talking in terms of, on a takeover, move range between £20m and £100m. "There are a lot of choices under careful scrutiny," says Sir Alex. One area, in particular, that is attracting the group's attention is once again the U.S.

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See Lex



Sir Alex Page, chairman of Metal Box—labour problems resulted in the loss of several million pounds in profits during the year.

## ISSUE NEWS AND COMMENT

## Edinburgh £25m variable stock

The City of Edinburgh is raising £25m by the issue of variable rate stock with a life of five years.

The issue of 1983 stock, priced at £100 per cent, is payable at full application interest which is calculated at 1% of a point over the rate at which the Bank of Scotland is advised by the "reference banks".

Interest on the stock is payable half-yearly on June 9 and December 9. The first payment will be of £5.6559 gross per cent next December.

The stock will be redeemed on June 9, 1983, at par unless cancelled by purchase in the open market or by agreement with the holders.

The purpose of the issue is to use the proceeds to fund authorised capital expenditure and to replace maturing debt.

The application list will close on Thursday June 8 will close on Thursday June 8.

Applications must be for a minimum of £100 of stock or multiples thereof up to £1,000 and not be for amounts of stock above £1,000 and above £20,000.

Brokers to the issue are Nissons. See Lex

## Thames Plywood placing

THE PROSPECTUS is published today in connection with the placing of 1m shares in Thames Plywood Manufacturers and the requalification for the company following the suspension last November.

The placing will drop the stake in the company owned by C. P. Choularton from 82.5m per cent to 85 per cent. The shares offered to the public are being greeted with the enthusiasm of a new issue and there is already quite an amount of interest in the 150,000 shares which will be placed in the market.

The placing has been made to satisfy the requirement of a requalification.

Thames Plywood's history dates back to the end of the Second World War when its main activities were orientated towards the construction of composite panels for use in commercial vehicles and containers.

The placing with institutions and individuals is of 500,000 shares at 25p each at a price of 34p per share. This drops the stake held by Mr. C. P. Choularton to 65 per cent, though Mr. G. G. Rees is a substantial investor with around 10 per cent.

The company has two main operating divisions. First the plywood operation is involved in the manufacture of high quality plywood products.

The other division, known as the Macanie Division, subsidiary, sells specialist products to the building industry both at home and overseas.

The profits record is erratic and in the latest year to April 1977, profits are shown at £233,000 pre-tax. The half-year figures for end-October were profit of £71,000.

An interim dividend of 0.75p per share was paid to existing shareholders and the absence of a preference circumstance, a final of 1.25p will be proposed making a total of 2.5p per share compared with 1.815p last year.

Brokers are Halliday Simpson.

• comment

The requalification for Thames Plywood gives an opportunity to develop the local following which has built up around the new chairman Mr. C. P. Choularton. Though the placing is of only 1m shares in a relatively small company, the market is confident that this will be another strong issue. That should ensure a certain amount of euphoria when dealing starts, but the profits in this year are not expected to show anything startling. Pre-tax profits of

£275,000 in 1977.

Dealers in C. P. Choularton's shares in the Ford motor division were placed at 75p each and expected dealing opened up at a premium of 15p to 75p. On the day shares changed hands at a relatively thin band with a low of 85p recording a top of 95p.

Now, shares in Choularton's second most active stock on

Exchange yesterday with 100,000 shares traded.

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Dealers in C. P. Choularton's shares in the Ford motor division were





## NOTICE OF REDEMPTION

To the Holders of

## Occidental Overseas Limited

10% Guaranteed Notes due 1981

NOTICE IS HEREBY GIVEN that in accordance with the provisions of the Indenture dated as of July 1, 1975 of Occidental Overseas Limited and Occidental Petroleum Corporation to Marine Midland Bank (formerly Marine Midland Bank-New York), as Trustee, \$1,300,000 aggregate principal amount of Notes will be redeemed on July 1, 1978 (herein called the "Redemption Date") at 100% of the principal amount thereof without premium pursuant to the Sinking Fund provisions of the Indenture. As provided in the Indenture, the Notes selected for redemption by the Trustee bear the following distinctive numbers:

## COUPON NOTES OF \$1,000 PRINCIPAL AMOUNT OUTSTANDING

MC-18	1867	3656	450	7146	8886	10820	12385	14106	15908	17655	18477	21254	24758	26503	28771
MC-18	1862	3653	450	7147	8813	10825	12388	14107	15915	17662	18481	21258	24781	26518	28776
MC-18	1859	3657	450	7148	8824	10834	12393	14108	15916	17663	18482	21259	24782	26519	28777
MC-18	1852	3731	450	7150	8957	10857	12404	14115	15981	17718	18474	21260	24848	26548	28744
MC-18	1852	3746	450	7152	8978	10856	12408	14116	15975	17723	18475	21261	24849	26549	28745
MC-18	1858	3719	450	7153	8979	10855	12409	14117	15976	17724	18476	21262	24850	26550	28746
MC-18	1858	3719	450	7154	8980	10854	12410	14118	15977	17725	18477	21263	24851	26551	28747
MC-18	1858	3720	450	7155	8981	10853	12411	14119	15978	17726	18478	21264	24852	26552	28748
MC-18	1858	3720	450	7156	8982	10852	12412	14120	15979	17727	18479	21265	24853	26553	28749
MC-18	1858	3720	450	7157	8983	10851	12413	14121	15980	17728	18480	21266	24854	26554	28750
MC-18	1858	3720	450	7158	8984	10850	12414	14122	15981	17729	18481	21267	24855	26555	28751
MC-18	1858	3720	450	7159	8985	10849	12415	14123	15982	17730	18482	21268	24856	26556	28752
MC-18	1858	3720	450	7160	8986	10848	12416	14124	15983	17731	18483	21269	24857	26557	28753
MC-18	1858	3720	450	7161	8987	10847	12417	14125	15984	17732	18484	21270	24858	26558	28754
MC-18	1858	3720	450	7162	8988	10846	12418	14126	15985	17733	18485	21271	24859	26559	28755
MC-18	1858	3720	450	7163	8989	10845	12419	14127	15986	17734	18486	21272	24860	26560	28756
MC-18	1858	3720	450	7164	8990	10844	12420	14128	15987	17735	18487	21273	24861	26561	28757
MC-18	1858	3720	450	7165	8991	10843	12421	14129	15988	17736	18488	21274	24862	26562	28758
MC-18	1858	3720	450	7166	8992	10842	12422	14130	15989	17737	18489	21275	24863	26563	28759
MC-18	1858	3720	450	7167	8993	10841	12423	14131	15990	17738	18490	21276	24864	26564	28760
MC-18	1858	3720	450	7168	8994	10840	12424	14132	15991	17739	18491	21277	24865	26565	28761
MC-18	1858	3720	450	7169	8995	10839	12425	14133	15992	17740	18492	21278	24866	26566	28762
MC-18	1858	3720	450	7170	8996	10838	12426	14134	15993	17741	18493	21279	24867	26567	28763
MC-18	1858	3720	450	7171	8997	10837	12427	14135	15994	17742	18494	21280	24868	26568	28764
MC-18	1858	3720	450	7172	8998	10836	12428	14136	15995	17743	18495	21281	24869	26569	28765
MC-18	1858	3720	450	7173	8999	10835	12429	14137	15996	17744	18496	21282	24870	26570	28766
MC-18	1858	3720	450	7174	9000	10834	12430	14138	15997	17745	18497	21283	24871	26571	28767
MC-18	1858	3720	450	7175	9001	10833	12431	14139	15998	17746	18498	21284	24872	26572	28768
MC-18	1858	3720	450	7176	9002	10832	12432	14140	15999	17747	18499	21285	24873	26573	28769
MC-18	1858	3720	450	7177	9003	10831	12433	14141	16000	17748	18500	21286	24874	26574	28770
MC-18	1858	3720	450	7178	9004	10830	12434	14142	16001	17749	18501	21287	24875	26575	28771
MC-18	1858	3720	450	7179	9005	10829	12435	14143	16002	17750	18502	21288	24876	26576	28772
MC-18	1858	3720	450	7180	9006	10828	12436	14144	16003	17751	18503	21289	24877	26577	28773
MC-18	1858	3720	450	7181	9007	10827	12437	14145	16004	17752	18504	21290	24878	26578	28774
MC-18	1858	3720	450	7182	9008	10826	12438	14146	16005	17753	18505	21291	24879	26579	28775
MC-18	1858	3720	450	7183	9009	10825	12439	14147	16006	17754	18506	21292	24880	26580	28776
MC-18	1858	3720	450	7184	9010	10824	12440	14148	16007	17755	18507	21293	24881	26581	28777
MC-18	1858	3720	450	7185	9011	10823	12441	14149	16008	17756	18508	21294	24882	26582	28778
MC-18	1858	3720	450	7186	9012	10822	12442	14150	16009	17757	18509	21295	24883	26583	28779
MC-18	1858	3720	450	7187	9013	10821	12443	14151	16010	17758	18510	21296	24884	26584	28780
MC-18	1858	3720	450	7188	9014	10820	12444	14152	16011	17759	18511	21297	24885	26585	28781
MC-18	1858	3720	450	7189	9015	10819	12445	14153	16012	17760	18512	21298	24886	26586	28782
MC-18	1858	3720	450	7190	9016	10818	12446	14154	16013	17761	18513	21299	24887	26587	28783
MC-18	1858	3720	450	7191	9017	10817	12447	14155	16014	17762	18514	21300	24888	26588	28784
MC-18	1858	3720													

# BUSINESS AND INVESTMENT OPPORTUNITIES

READERS ARE RECOMMENDED TO TAKE APPROPRIATE PROFESSIONAL ADVICE BEFORE ENTERING INTO COMMITMENTS

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- (a) A hotel;
- (b) A drivers' hostel and associated secure lorry park;
- (c) A vehicle servicing and petrol filling station.

These developments would be situated centrally within the 250 acre complex for which there are long-term plans for further extensive expansion. Whitwood-Normanton occupies the land immediately to the north of the M62 and M6, and is between the M1 and M6 and A1 trunk road. An additional attraction is that no similar facilities have been provided adjoining the M62 Motorway for many miles.

The Council would welcome enquires from developers interested in undertaking provision of such facilities on land available for lease from the Council.

Enquiries should be addressed to:  
The Chief Planning Officer, City of Wakefield Metropolitan District Council  
PO Box 56, Newton Bar, Wakefield WF1 2TU  
for the attention of E. R. Ashton, FRICS, Valuation and Industrial Development Officer

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Companies and Lawyers doing business with Saudi Arabia may have had difficulty in obtaining adequate English translations of the main Saudi Arabian business laws. Graham & Trotman have solved this problem with the only definitive translation of the business laws, with a quarterly updating service. "Business Laws of Saudi Arabia" is translated from the original Arabic by the experienced legal translator N. H. Karam.

For full details:-  
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Bond Street House, 14 Clifford Street, London W1X 1RD.

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Write Box G.2053, Financial Times,  
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Requires capital for expansion. Working directorship preferred if possible.

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Seeks minority, active stake in Merchandising Business.  
J. A. CRAWSHAW  
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1) Linden Hall Hotel, Christchurch Road (as investment, let at £31,500 per annum; 5 bars, remain in repair and insuring lease).

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International trading company wishes to licence companies to establish a division trade under its name. Licences obtain ownership. Company split right into two: building materials, engineering products, electrical products, electrical products; textiles and clothing; food and drink; medical; components and raw materials. Licences offer benefit of multinational company, new contacts, products and sales outlets. Size of company not so important but tried and tested, reliable, strong, trading are essential. Licences are available in the UK and some territories overseas.

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## BUSINESSES FOR SALE

### OLD EST



## INTERNATIONAL FINANCIAL AND COMPANY NEWS

## AMERICAN NEWS

## IC Industries bid for Pet excludes Hardee's

ST. LOUIS, June 5

PET Incorporated, the food and premium over normal market price to the Hardee's shareholders has received an offer from IC holders.

Industries proposing a cash merger of the two companies.

Under the terms of the proposed merger, Pet shareholders would receive \$84 cash for each share of Pet common held in common shares outstanding, which totals a value of \$389m.

Alternatively, IC Industries proposed a merger under which about 45 per cent of Pet's common would be converted into cash and the Pet common not converted into shares of an equity security of IC Industries.

According to Pet, IC Industries in its letter noted that the Boards of Pet and of Hardee's Food System had approved a Board of Hardee's Food previously announced merger of Pet and Hardee's. IC Industries said that the terms of such a merger offers a substantial

last month's agreement between Hardee's shareholders \$2.05 in Pet common for each share of Hardee's.

Hardee's has requested a tax premium over the normal price of the Pet common stock, it is obvious that our proposals, if confirmed after the possible consummation of the Hardee merger would result in very cash dividends of premium.

Accordingly, we must oppose each of our proposals upon such a merger not being approved by shareholders of either Pet or Hardee. If any of our proposals results in a combination of Pet and IC Industries we would willingly consider and negotiate in good faith with Hardee's the possibility of Hardee becoming a part of IC Industries.

According to Pet, IC also said It was prepared to meet with Pet or a committee of its Board to discuss the proposals further. IC said it requested that Pet respond at "earliest convenience, but in no event later than 5 pm on June 6."

## General Mills sees 16% rise

MINNEAPOLIS, June 5

GENERAL MILLS reports that \$3.25bn from a restated \$2.75bn aren't planning to do that this year, but we have the flexibility to shift our promotional efforts to the \$1.25m range, or slightly the coming months, and have executive said.

He added that General Mills' products can benefit somewhat from higher meat prices.

A gain of about items. Spending on advertising \$75m or 14 cents a share from totalled between \$165m and the operation and sale of \$170m in fiscal 1976, up from company's chemicals business \$145.8m a year earlier.

brings final net profit to about When food prices soared a share range.

Sales rose about 16 per cent, advertising, and into profit the company said, to about motions such as coupons. "We

## Oceanic Finance in profit

BY OUR SHIPPING CORRESPONDENT

OCEANIC Finance Corporation, of profound crisis in the shipping industry.

Mr. Paul Slater, Oceanic president and formerly with Gridley

year with a small profit and a Brundt, said he was optimistic about the company's future, although worried about the prospects for bulk shipping.

The new deal involves the charter of two seven-year-old refrigerated cargo vessels to an unnamed European company.

The ship will be managed by the Royal Bank of Canada, which were set for another downward turn.

In all, the company will add more than 46 new restaurant units in fiscal 1978 to the more than 300 now existing. Some Red Lobster Inns will be enlarged by one-third to seat over 300 people.

AP-DJ

## Gulf to pay cartel fine

By Our Own Correspondent

NEW YORK, June 5.

GULF OIL has decided not to contest Federal allegations of anti-trust violations arising from the uranium cartel case in which it was implicated.

Instead the company is prepared to pay the \$10m fine rather than pursue the costly litigation to obtain a favourable verdict.

However, the company still faces several civil suits based on the cartel's activities, and aspects of the case are being appealed.

## Poor start for East Coast sea oil search

BY JOHN WYLES

IN ITS first survey of attitudes with annual incomes of more than \$10,000, the NYSE claims test more in common stocks and other types of securities that the study represents the 4 per cent planned to reduce views of "financial decision their holdings. Only 33 per cent of makers" of 45m households or of the households were current householders cited as important investment goals the general of income to meet non-expenses, keeping up family income for retirement and personal control of stocks.

Characterising the survey conducted by Opinion Research Corporation as "deeply disturbing and challenging" Mr. William Batten, chairman of the exchange, called today for decisive action to ensure that "lack of knowledge and unrealistic public policies do not transform us from a nation of risk takers into a nation of economically timid souls."

The survey results follow in-depth interviews in late 1977 and

early 1978 of 2,740 households Only 9 per cent of those surveyed said they intended to invest in stocks and other types of securities. More than 80 per cent of households cited as important investment goals the general of income to meet non-expenses, keeping up family income for retirement and personal control of stocks.

The NYSE was extremely disturbed to find from its 1975 "census of shareholders" that there had been a net decline of 51 individual owners of stocks and personal control of stocks.

Fewer than half regarded stocks as "moderately risky" investment.

The survey produced further backing for the security industry's demands for changes in taxation of dividends and capital gains and losses. Some 47 per cent of current owners of stocks said they would add to their portfolios.

Only 10 per cent of former owners of stocks said they would return to the market if this change was made.

It was also found that misunderstanding and lack of knowl-

edge appeared to be a major barrier to ownership of stocks.

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## FARMING AND RAW MATERIALS

## Locusts threaten E. Africa

By Our Own Correspondent

THE ENTIRE Desert Locust Control Organization of Eastern Africa (DLCOEA) has gone into action to stem what is feared to be a massive locust plague sweeping through Eastern Africa. Four aircraft with spraying equipment have been sent to Ethiopia and Somalia from the DLCOEA aircraft base in Nairobi.

Ethiopian radio reports that swarms of desert locusts, which invaded the Horn of Africa last month, are ravaging crops in the Gondar region. Locusts are also invading Somalia and have been reported (though not yet confirmed) in the Garissa region of Kenya's northern province.

To-day, a team of Ministry of Agriculture experts went to Garissa to confirm the presence of desert locusts and estimate the size of the swarms and the direction in which they are moving.

Six African nations, Ethiopia, Somalia, Kenya, the Sudan, Djibouti and Tanzania are co-operating in operations to stop the swarms becoming a plague.

Later, a spokesman for the Food and Agriculture Organisation is sending in large quantities of insecticide to the affected regions.

He confirmed that production had resumed at Kolwezi but was unable to say at what rate.

In France, there was some scepticism about the Kolwezi production reports, particularly the position regarding the likelihood of white technicians returning to work.

But the planned American arrival of Moroccan troops in Shaba has raised hopes of a quicker than expected resumption of production at Kolwezi, even though some London traders are also sceptical about future prospects.

It was felt that yesterday's reaction was partly technical after the recent sharp price rise in the market. In these circumstances a bigger than expected decline in copper stocks—down by 4,250 tonnes to a total of 529,000 tonnes—had little impact.

Zinc prices recovered some earlier losses following news that U.S. producer, St. Joe Minerals, had raised its domestic selling price by 2 cents to 31 cents a pound. The company said the increase reflected improving demand, a strengthening international market and rising costs. Other U.S. producers

are expected to follow St. Joe's lead in view of the stronger European market, which is lessening competition from imports.

The price increase comes quickly after the rejection by the U.S. International Trade Commission of pleas by the domestic industry for protection against imports.

U.S. zinc prices were lowered in February this year.

Zinc prices moved higher, reflecting a strong rise in Penang over the weekend and scarcity of supplies available in the London market. The latest fall in warehouse stocks of 300 tonnes has reduced total holdings to 1,615 tonnes—the lowest level since September 1974.

Standard grade cash tin closed 72.5 higher at 26,767.5 a tonne, after trading at over £16,000 earlier in the day, while the three-month quotation was £35 up at 16,617.5.

Lead was hit by profit-taking sales and the decline in copper. The cash price closed 17 down at £22.5 a tonne.

Lead stocks fell by 150 to 66,000 tonnes, up by 100 to 63,525 tonnes, and LME 100-tonne holdings by 100,000 to 17,580,000 tonnes.

## Copper market setback on Zaire report

By JOHN EDWARDS, COMMODITIES EDITOR

## Coffee upsurge continues

By Richard Mooney

COFFEE PRICES on the London futures market continued to surge higher yesterday as a new cold front threatened the Brazilian coffee regions. September coffee finished the day at £1,932.5 a tonne, £115.5 above Friday's close and the highest level since last autumn.

Prices had rallied over the weekend as temperatures rose in the coffee-growing areas but as world markets opened yesterday morning reports of a new cold wave moving in across the Andes sent prices even higher. Dealers said cold waves from the Andes were more likely to do serious damage than waves moving north from Argentina, as did the front which caused last week's scare.

The world market reacted dramatically and trading on the London exchange became so hectic that a 15-minute trading break had to be called to allow dealers to catch up on their paperwork. In New York, marginally, prices quickly re-entered permissible limit rises.

Last Thursday's frost did minor damage to coffee trees in Parana, Brazil's main coffee state, according to trade reports from Santos. Early reports had said that no actual damage had been done. The tops of some trees were "burned" by the frost but traders said this would not affect this year's crop, which is estimated at about 1.5m bags (60 kilos each).

Even in an agreement can be reached on these issues," he adds.

Most discussions about international grain stocks focused on the extent to which such stocks were substituted for those which would have been held in any case, regardless of any international agreements.

## INTERNATIONAL WHEAT AGREEMENT

## A sceptic attacks as talks re-open

By CHRISTOPHER PARKES

AS TALKS reopened in London yesterday in a fresh effort to resolve the considerable differences of opinion over the form of a new International Wheat Agreement, the Trade Policy Research Centre published a

"American and Canadian

excessive sceptical report

pouring cold water on the whole idea.

Writing in the economic quarterly, The World Economic Prof. D. Gale Johnson of the University of Chicago says bluntly: "I do not believe that it will be possible to negotiate a set of rules for the management of grain reserves under international auspices."

Prof. Johnson says that to succeed an international pact would

first need agreement on a range of international prices, agreement on the sharing out of the costs of running the operation, and agreement on how much grain should be put in store and held in reserve. The issue of ownership of the stocks would also have to be resolved.

Even in an agreement can be reached on these issues," he adds.

These problems prevented progress at the last full negotiating session on the pact which closed in Geneva last March. Since then the U.S. and the Common Market have held bilateral talks at which it was agreed, outline terms of the pact would be reached between the two parties on how to handle coarse grains in the context of a wheat agreement.

But the views of the 40-odd other countries involved in the overall negotiations, which are due to restart in September, also

so if a group of countries were modified so that in all or most countries domestic grain prices varied proportionately with international prices, there would be little need for grain reserves," Prof. Johnson points out.

And it is not necessary that governments should accept free trade in grain to achieve substantial price stability in international markets.

"If trade policies for grains were modified so that in all or most countries domestic grain prices varied proportionately with international prices, there would be little need for grain reserves," Prof. Johnson points out.

But he warns that no one should be under any illusions about the potential influence on the market of grain reserves alone. Some, whether of 30m or 90m tonnes, could not by themselves prevent an escalation of prices such as occurred between 1972 and 1974.

It is probably not enough reserves of this size to increase price stability. But reserves of much larger size are required to offset the price destabilising effect of both production variability and national price and trade policies," Prof. Johnson concludes.

Conrad Leslie, the renowned crop forecaster, has raised his forecast of wheat production in the U.S. this year. His June 1 estimate puts winter wheat output at 1,350m bushels compared with his May 1 forecast of 1,305m and the U.S. Department of Agriculture's forecast of 1,284m bushels.

Wheat production last season

was 1,527m bushels.

The main difficulties facing the negotiators at the talks in London this week are largely concerned with the conflicts between the U.S. and the European Community over the place, if any, of coarse grains in a new pact, and the fixing of minimum and maximum prices.

Delegates are also confronted by stumbling blocks highlighted by Prof. Johnson—the rights and obligations of the providers and holders of any "international" stocks.

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But the views of the 40-odd other countries involved in the overall negotiations, which are due to restart in September, also

current season would be about 180 cents a kilo, greasy, 30 per cent below last season's average, he noted.

The Australian Wool Corporation currently expects Australian shorn wool production in the 1978/79 season, starting July 1, to rise marginally to around 620m kilos greasy, against 610m kilos in 1977/78.

Malcolm Vane, general manager of the Corporation, said the forecast assumed an improved lambing rate coupled with better pasture conditions than had been seen since 1974/75.

But the forecast there would be a fairly dramatic movement in the composition of the Australian clip in the future. The change, towards broader wool types from finer types, will come with the return of normal seasonal conditions.

## Outlook for wool 'unpromising'

THE OUTLOOK for wool demand for the rest of 1978 remains unpromising according to Mr. M. J. Godfrey, statistician of the International Wool Textile Organisation, reports Reuter.

In a speech prepared for delivery in the Organisation's conference in Munich this week, Mr. Godfrey said it seemed unlikely that the earlier round of stimulatory measures taken by leading industrialised countries were strong enough to boost real export growth rates sufficiently.

Judging from the timing and extent of past downswings, he said the prospects were that wool consumption would "bottom out" by the end of this year, followed by some recovery in 1979 as mill activity increased in major manufacturing countries.

Consumption of raw wool by 19 countries in 1978 fell 8 per cent, but industry's intake of competing

fibres dropped only 2 per cent.

Despite the shift to lower-priced man-made fibres, the synthetic industry continued to be in trouble because of its gross over-capacity, Mr. Godfrey said.

New Zealand's exports of wool fell by 19m kilos in the first nine months of the current season ending June 30, 1978, and were 10.5 per cent below the same period last year. Mr. Hugh Peirse, managing director of the New Zealand Wool Board, said.

Mr. Peirse added that sheep numbers in New Zealand, currently about 58m, increased 4.5 per cent last year and he expected them to rise by about 1m in each of the next two seasons.

However, it was likely that increased wool production would be taken up by local mills as they recovered from recession.

The average price for the

## PRICE CHANGES

Prices per tonne unless otherwise stated.

June 5 + or - Month

July 1 + or - Month

Aug. 1 + or - Month

Sept. 1 + or - Month

Oct. 1 + or - Month

Nov. 1 + or - Month

Dec. 1 + or - Month

Jan. 1 + or - Month

Feb. 1 + or - Month

March 1 + or - Month

April 1 + or - Month

May 1 + or - Month

June 1 + or - Month

July 1 + or - Month

Aug. 1 + or - Month

Sept. 1 + or - Month

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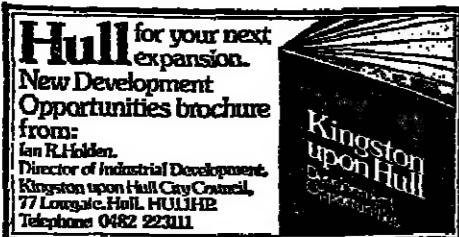


**BAD DEBTS  
ELIMINATED**

 contact—B. D. Kay  
INTERNATIONAL FACTORS  
Circus House, New England Road,  
Birmingham, Canfield Leeds  
London, Manchester

**FT SHARE INFORMATION SERVICE**
**BONDS & RAILS—Cont.**
**BANKS & HP—Continued**
**CHEMICALS, PLASTICS—Cont.**
**ENGINEERING—Continued**
**HOTELS AND CATERERS**
**INDUSTRIALS (Misc.)**
**JOBS**
**MANUFACTURERS**
**MARKETING**
**RETAILERS**
**TRANSPORT**
**WEAPONS**
**WITNESSES**
**WORKERS**
**YACHTS**
**YACHTS</b**





## U.S. shipping policy hits trade relations

BY LYNTON MCALPIN

DIFFERENCES over shipping policy have caused a deterioration in trade relations between the U.S. and 13 Western nations, including Britain and Japan, after the failure of talks in Washington last week.

The talks, organised by the inter-governmental Consultative Shipping Group, were aimed at resolving a growing conflict over U.S. shipping policy.

Let alone now, before Congress could result in a ban in U.S. ports on all shipping which did not conform with U.S. law.

Mr. Gerald Lanchin, Under-Secretary, shipping policy division, Department of Trade, said in London on his return from Washington that the anti-rebating Bill before Congress could seriously harm the sovereignty of Western shipping nations.

If the Bill became law, as he thought likely, it would spread far beyond shipping and trade.

Rebating of freight rates is proposed by some members of the Western shipping line conferences, which share cargoes and pool revenue. It is not yet expected to produce a definitive response but the anti-rebating Bill goes through.

U.S. ports if the proposed Bill U.S. down to firm discussions to this end.

Members of the Consultative Shipping Group wanted the anti-rebating Bill suspended pending the outcome of a review by President Carter of U.S. shipping policy.

U.S. Government officials refused to delay the Bill and it is likely to become law by November. The policy review will not be completed for at least six months.

The group also presented at the U.S. Federal Maritime Commission and the U.S. Department of Transport, with the latter more in favour of a lenient stand towards the interests of Europe, stopped the U.S. presenting a consistent case to the delegates. "The U.S. now has no coherent shipping policy," Mr. Lanchin claimed.

Relations between the U.S. and the 13 shipping group member states were "more unsatisfactory now than they have ever been."

The meeting in Washington was not expected to produce a definitive response but the anti-rebating Bill goes through.

Relations between the U.S. and Japanese shipping interests is a possibility and the U.S. State Department is known to be worried about the implications of U.S. foreign policy if the anti-rebating Bill goes through.

## Energy Agency seeks greater effort to limit oil imports

BY DAVID FISHLOCK, SCIENCE EDITOR

THE 19 nations of the International Energy Agency will fall short of their own target of limit oil imports to a total of 26m of oil for electricity generation, barrels a day in 1985 unless several nations—the U.S. and most conspicuously—greatly increase slippage in nuclear programmes.

This is the conclusion of a report from the agency's directorate of energy research, development and technology application.

The report to be published next month warns that, although the target of 26m barrels could still be reached, it will not be possible with the present level of effort.

Too many national energy programmes still lacked political and legislative support, as well as the support of the public.

The report singles out the U.S. as an example of a country which had not only failed to enact its energy saving legislation but whose efforts could do most to help the agency meet its target.

Other factors seen as important

in the first of five areas in which the target might be achieved.

Without considerable nuclear power, however, the target is seen as unattainable by any means.

Present estimates—based on 1976 figures and 1977 energy policy data—suggest that the 19 nations will collectively overshoot their target by 3.2m barrels a day in 1985. The study barrels, however, that even this estimate could be 10 to 15 per cent too low.

The agency's members nations will be called to account for their contribution towards the target figure in another year's time.

Net oil import projections for 1985 have increased in comparison with the last (1976) review in the case of several countries, including the U.S. and Italy.

The report says that Britain has submitted ranges rather than specific estimates for oil and gas production "and only

in the lower end of the range

of importance, in which the might be achieved."

## Council revenue plans run £500m ahead of target

FINANCIAL TIMES REPORTER

THE FIRST comprehensive return of local authority budgets for 1978-79 shows that local councils in England and Wales have provided about £500m more on revenue account than the Government allowed for when this year's rate support grant was set last November.

This is equivalent to an overrun of about 4 per cent.

Local authority leaders do not expect ministers to call for compensatory spending cuts as in the past two years.

This is because part of the excess budgeting reflects extra provisions for cost inflation or increased revenue financing of capital spending, and the prospective overspill in volume terms in revenue expenditure is relatively small—only about 1.1 per cent.

They say that it could in any

case fail to materialise if delays and other forms of "slippage" again cause local authority revenue spending to undershoot, rather than overshoot, as happened last year.

An analysis of the figures, which are compiled annually by the Department of the Environment and the Chartered Institute of Public Finance and Accountancy, shows that about £200m of the £500m excess budgeting is attributable to local councils' caution about inflation.

But, while Ministers are not expected to take punitive action against spendthrift local councils, the figures have not been received with complete unconcern.

There is concern too about the possibility of at least part of the extra provisions against inflation slipping into actual expenditure if the provisions are not required.

This leaves a prospective overspill in volume terms of about £200m on total spending

for rate support grant purposes of just over £12.5bn.

Commenting on the latest figures, an editorial in *Municipal Review*, the journal of the Association of Metropolitan Authorities which represents local councils in the big English cities, says that local authorities deserve a pat on the back for managing to get so close to the Government's targets.

But, while Ministers are not expected to take punitive action against spendthrift local councils, the figures have not been received with complete unconcern.

The agreement, which was not put in writing, was made in 1976 after the owner of the petrol station was forced to sell. Access had been receiving complaints from card holders about petrol stations which were giving big discounts on petrol only to motorists who paid with cash.

Petrol stations have long argued that with profit margins under pressure, they cannot afford to pay the credit card companies' commission and charge card holders the same prices as cash customers. Many have in any case renegotiated the price-cutting by some EEC

steelmakers are saying that Brussels is insisting on more vigilance by the customs and excise officials of the Nine to review and take action against agreements of companies being sold in Europe by third nations at prices below the

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minimum.

The investigation was partly prompted by complaints from garages about the credit card companies' insistence on their charging credit card customers the same price as cash buyers.

The investigation is looking particularly closely at this aspect, the disclosure of the credit card agreement is likely to be more damaging than financial, particularly to the banks. It is believed the agreement with the credit card companies and their franchisees.

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